

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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Thursday December 11 1986

Foreigners rush for US wines, Page 16



Algeria	10.45	London	10.45	Philippines	10.45
Argentina	10.45	Madrid	10.45	Portugal	10.45
Australia	10.45	Manila	10.45	Spain	10.45
Canada	10.45	Osaka	10.45	Switzerland	10.45
France	10.45	Seoul	10.45	Taiwan	10.45
Germany	10.45	Singapore	10.45	USA	10.45
India	10.45	Tokyo	10.45	Yemen	10.45
Italy	10.45	Yokohama	10.45	Zimbabwe	10.45

World news Business summary

Pretoria extends crackdown on press

South African journalists and foreign correspondents will be allowed to publish any report on "unrest" or resistance to the Pretoria Government without first obtaining authorisation from the relevant minister or official delegated by him, under new restrictions to be published today.

Full details have not yet been revealed of the new crackdown on the press but unrest and resistance will be broadly defined to include almost every kind of boycott or demonstration.

This represents a significant extension of the present emergency restrictions which ban reporting the actions of the security forces or presence at the scene of unrest without written permission from the police. Page 4

Nuclear workers hurt

Eight workers at a nuclear power plant near Richmond, Virginia, were injured when a pipe ruptured and sprayed them with superheated water and steam. Five were critically burned over most of their bodies, officials said.

Palestinians pull out

Palestinian guerrillas began withdrawing from positions in the strategic village of Magdoush in south Lebanon, in the first apparent success for Iranian and Libyan efforts to arrange a truce between Palestinians and Syria militia after 10 weeks of fighting around refugee camps in Beirut and south Lebanon. Page 4

Silent Paris march

Tens of thousands of students marched calmly and in almost total silence through Paris in homage to a 22-year-old colleague killed last weekend during protests against a higher education reform bill which was later withdrawn. Page 2

Iran charges Britain

Britain sought an urgent meeting with Iran soon after receiving reports that Roger Cooper, 51, a British businessman held in Tehran for a year, had been charged with spying. He is being held at the Evin maximum security prison. Page 4

Spy trial speed-up

The controversial MI5 spy messengers case in Sydney is set to reach a speedy climax next week after an unexpected compromise between Britain and former intelligence officer Peter Wright in which the UK made key admissions concerning secret documents. It rendered a British appeal today unnecessary. Page 4

Videla for trial

An Argentine judge ordered former military president Jorge Videla and two of his top cabinet ministers to face trial in connection with the kidnapping of a wealthy businessman in 1978. Videla is already serving a life term for human rights abuses.

Nobel winner's plea

Jewish author and concentration camp survivor Elie Wiesel was presented with the Nobel Peace Prize in Oslo and called for action to help the Palestinian people, adding that terrorism was not the answer.

Rembrandt record

A Rembrandt portrait of a young girl fetched £1.2m (\$10.2m) at Sotheby's in London, a record price. It went to an anonymous private collector.

The long goodbye

In Alexander City, Alabama, a prisoner serving a life-term sentence escaped after putting on a three-hour tape as his sign-off music in the early hours. He was not missed until the tape ended.

Ceasefire poses major test for Aquino

BY RICHARD GOURLAY IN MANILA

COMMUNIST rebels and Government troops laid down their guns in the Philippines yesterday to give the country its first hours of real peace in 17 years as all sides honoured the start of the temporary ceasefire.

The successful start to the 90-day ceasefire is a momentous occasion in the Philippines history and milestone in President Corason Aquino's nine-month administration.

Mrs Aquino has been determined to try to arrange a ceasefire as a central plank in her plans to return national stability to the Philippines. In so doing she came close to being the subject of a coup and provoked powerful opponents within her cabinet, leading to the exit of several senior members including Juan Ponce Enrile, former Defence Minister. She also overruled the US Administration in Washington.

The failure of either side to honour yesterday's ceasefire would therefore have weakened her standing at home and abroad, strengthening the hand of fierce anti-Communists like Mr Enrile.

Mrs Aquino now faces several hurdles which would be all but impossible to surmount with Communist guerrillas and Government troops fighting it out in the hills and villages. But if the ceasefire holds, Mr Aquino's credibility and authority will be such as to give her long-term strategy for stability a much greater chance of success.

The next key event is the referendum on the constitution next month. If her constitution is approved the way will be clear for the country to give fresh mandates, first in local government elections and later in 1987 in national assembly elections.

Two hours before the 90 day ceasefire took effect at noon, President Aquino's cabinet approved a \$50m programme to entice New People's Army (NPA) rebels back from the hills.

"The prospects of a truly effective ceasefire depend on both sides' sincere desire for peace," Mrs Aquino said.

Talks for a lasting settlement began later this month.

In at least towns, Bacolod and Cagayan de Oro, NPA guerrillas appeared openly on the streets at rallies supporting the ceasefire. In Bacolod the rebels, who were without their firearms, were ferried in by bus. They carried banners saying: "Thank you Mrs Aquino for peace."

General Fidel Ramos, the armed forces chief of staff, ordered a halt to operations against the NPA but cautioned troops to be wary. The ceasefire nearly fell through after he ordered last weekend that troops should disarm and arrest NPA rebels found carrying firearms.

Since November 27 when the temporary ceasefire was signed by the Government and national Democratic Front negotiators for the NPA, 15 soldiers and civilians have died in rebel initiated incidents, General Ramos said.

In Manila the reaction to the

ceasefire on the streets was subdued with the few rallies attracting small crowds and no recognisable rebels.

Right up to the noon deadline, the military and the NDF panel argued over the definition of military patrols. The compromise adopted late on Tuesday whereby the NPA can carry their firearms outside "centres of population" leaves many grey areas, according to General Renato de Villa of the Philippines Constabulary.

There is still no clear definition of what is a centre of population or what is a legitimate military patrol.

"The key to the ceasefire is the military component of both sides," said Mr Antonio Zume, an NDF negotiator. "It is they that hold the guns, and they that squeeze the trigger."

Through the guns are temporarily stilled, the propaganda war has just begun. Mr Teodoro Guingona, a cabinet minister and Government negotiator, hastily postponed a joint press conference at noon after discovering that the NDF had placed its flag against the Philippines flag behind his chair.

The Government had tried not to give anything away that would suggest the NPA has belatedly stated which has a special meaning under the rules of war.

Mrs Aquino's approval of the \$50m programme for 1987 to rehabilitate rebels who come down from the hills is an important element in her counter insurgency campaign. She believes that most rebels are only in the hills because of the repressive regime of former President Ferdinand Marcos.

However, there has been little economic progress in the country-side and little social or land reform that the rebels are so anxious for.

Shortage of funds to provide employment and agricultural credits for former rebels is one reason why they have not retired from the NPA, according to priests involved in the rehabilitation programme.

Brussels plans fresh bid to salvage \$7bn research spending

BY WILLIAM DAWKINS IN BRUSSELS

THE EUROPEAN Commission is to make a last-ditch effort to defend the remnants of its plans for ambitious increases in joint EEC research spending.

Attempts by the 12 member-states to agree on the Brussels authorities' proposals for an Ecu 7.73bn (\$7.8bn) research budget for 1987-1991 lay in ruins yesterday after a bitterly divided all-night meeting of Community research ministers.

Their failure to make progress was being seen in Brussels yesterday as calling into question the conference of any EEC response to the need to close the technology gap with the US and Japan.

The programme - like the existing research policy - would channel Community cash into joint projects between member-states in areas such as advanced telecommunications, information technology and aeronautical fusion.

The final hope for an accord lies with a compromise put forward in the early hours of yesterday by Mr Karl-Heinz Narjes, the Commissioner responsible for the sector, for a three-year interim Ecu 3.7bn plan, with gradually increasing levels of funding.

Research ministers, astonished by this apparent climb-down so soon after threats from the Commission to withdraw the framework programme entirely, if member-states insisted on emasculating it, asked Mr Narjes to give more details to national officials by the end of this week. Member-states will meet again on December 22 in a last attempt to agree.

Britain, West-Germany and France, supported by the Netherlands, are seeking big cuts in the Commission's research proposals, while the other eight EEC partners are equally determined to support a plan which they see as an important contributor to their own technological development.

The Commission, meanwhile, is infuriated by a narrow majority vote over a proposal which it regards as critical to helping European technology catch up with the US and Japan.

Diplomats said yesterday that despite signs earlier in the week of a willingness among member-states to compromise, the prospect of an accord based on Mr Narjes' proposal was uncertain. Mr Heinz Riesenhuber, the German Research and Technology Minister, said after the meeting that he did not even believe it worth his while to turn up to the next session.

The smaller EEC states were meanwhile understood to feel angered that the Commission had repaid their support on its research plan by making what seemed a large gesture towards the budget disciplinarians.

Italy, in particular, argued that it was inappropriate to set a three-year budget for a programme which included five-year projects such as the Race advanced telecommunications scheme.

Mr Narjes' plan is believed to be based on an Ecu 1.05bn allocation for the first 12 months, with a 21 per cent compound increase in subsequent years. That arithmetic would nearly bring the programme up to Ecu 7.73bn, the Commission's old figure, if the Narjes plan won a two-year extension after the end of its first stage.

In that way, it aims to meet the larger member-states' anxieties about making long-term budget commitments at a time when the EEC is under serious financial strain, while avoiding the need to make immediate research cuts.

If research ministers fail to agree later this month, existing programmes could still draw on the Ecu 1.1bn which has yet to be spent from the current research budget.

That could keep existing programmes running until around next spring, according to Commission officials. However, the first phase of Race, the most important new project in the EEC's research policy, has only been allocated cash until the end of this month.

Poindexter, North 'should be given legal immunity'

BY STEWART FLEMING, US EDITOR, IN WASHINGTON

MR WILLIAM BLOOMFIELD, the leading Republican member of the House Foreign Affairs Committee said yesterday that he is going to press urgently for the two former White House officials at the centre of the Iran arms affair to be given immunity from prosecution to make it easier for them to tell Congress about the background to the scandal.

On Tuesday former White House Chief of Staff Vice Admiral John Poindexter and Lt Col Oliver North, who was dismissed as a member of the National Security Council staff, citing their rights under the Fifth Amendment to the constitution, both refused to answer questions put by the committee members on the ground that they might incriminate themselves.

Republicans are concerned about the sight of former top Reagan Administration officials on national television taking such action at a time when President Ronald Reagan is pledging full disclosure of the facts.

"I am going to recommend that we give these men immunity - as soon as we possibly can," he said. He expects to be a member of the special House committee to be formed early next year to investigate the affair.

The threat which the Iran controversy poses to President Reagan's credibility was underscored yesterday by a CBS/New York Times poll which showed that 47 per cent of Americans believe the President is "lying" when he says that he did not know money was being diverted from the Iran arms sales to the Contra rebels seeking to overthrow the Sandinista Government in Nicaragua.

Significantly the poll also showed no sign that President Reagan's approval rating has recovered after slumping an unprecedented 21 points last month after the Iran affair became public. The poll suggests that 47 per cent of Americans approve of the job he is doing compared with 46 per cent in November.

Republicans such as Senator Richard Lugar who are warning that the President is not moving swiftly enough or decisively enough in trying to combat the fallout from the Iran disclosures will not find the poll results reassuring.

Amid continuing calls from Sen Lugar for his resignation, Mr William Casey, the director of the Central Intelligence Agency was testifying on the final day of hearings by the House Foreign Affairs committee.

Congressman Gus Yatron said Mr Casey told the closed-door hearing.

Continued on Page 24

Deutsche Airbus to seek extra funding from Bonn Government

BY PETER BRUCE IN BONN

DEUTSCHE AIRBUS, the West German arm of the European Airbus consortium, has warned the Bonn Government that it faces serious financial difficulties next year because of the collapse of the dollar against the D-Mark, fierce price competition with Boeing and falling orders for the ageing Airbus A300 and A310 range of aircraft.

In a confidential letter to the Economics Ministry, the contents of which were leaked to a Munich newspaper and then confirmed by the company and the ministry, Deutsche Airbus says it will need extra funding from Bonn.

The newspaper report quoted the letter, saying that "the small number of machines from the old programme that we have managed to sell and the sharp reduction in prices due to price competition with Boeing in combination with the low dollar rate, no longer enables us to pay interest on accumulated credit, let alone repay the credit by the end of 1984 as it appeared possible - from today's standpoint too optimistically - at the beginning of 1983."

Deutsche Airbus, a subsidiary of MBB (Messerschmitt-Bolkow-Blohm) and the Economics Ministry were quick yesterday to deny suggestions that the company was on the brink of bankruptcy. The letter makes clear, however, that the West German Airbus partner is no longer able to remain within the DM 3.1bn (\$1.53bn) guaranteed credit limit set by Bonn.

The Economics Ministry said Deutsche Airbus had so far taken up DM 2.7bn of that credit and said that because of the "significantly worsened situation" it expected an "additional burden" to be placed on the federal budget.

The ministry did not specify when, but it is understood that the 1988 budget would have to accommodate a significant new funding for Airbus.

The ministry insisted that it expected efforts to solve the problem to come from the manufacturer as well, and pointed out that the Cabinet had urged MBB in 1984 to raise new capital to help finance the programme.

The Government has been trying recently to persuade other West German companies to take a stake in Deutsche Airbus. This would, it hopes, help reduce federal involvement and blunt the US charge that the Airbus programme is unfairly subsidised.

Deutsche Airbus' problems, which are thought to reflect similar ones in the programme's French, British and Spanish participants, are partly due to the fact that its only revenues are being made on the A300 and A310. Deliveries of the newer, short-range, 150-seat A320, of which nearly 400 have been ordered, start in 1988.

Even more dangerous for Airbus, these current troubles have come as the consortium is pressing governments for subsidies and credit guarantees to help start development of a new long-range family of aircraft, the A330 and A340.

Mr Franz Josef Strauss, the Bavarian Prime Minister, who is also chairman of the entire Airbus board, wrote to the Economics Ministry earlier this year urging it to extend its credit guarantee to cover the A330 and A340.

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EUROPEAN NEWS

Dearer tobacco is Commission aim

BY TIM DICKSON IN BRUSSELS

PLANS TO force EEC member-states to raise their taxes and duties on cigarettes were announced in Brussels yesterday as part of a community campaign against cancer.

with the highest levels currently applied in Community countries. At the moment, explained Mr Marin, these vary by a factor of 1 to 10 with Greece the most lenient in charging Ecu 0.28 for an average packet of 20 cigarettes and Denmark the most penal with an equivalent Ecu 2.78 tax.

This proposal—and others including the stopping of duty free sales of tobacco through out the EEC, reducing tobacco production, and encouraging tobacco growers to switch to less "noxious" crops is expected to be put before the Council of Ministers in the second half of next year.

points out, believe that by uniting their efforts they could reduce the number of cancer deaths between now and the year 2000 by 15 per cent.

Italian talks on steel sell-off

By John Wyles in Rome

A FRESH MOVE towards restructuring and privatising the Italian steel industry has been signalled by informal talks on selling the state-owned Deltrasider special-steel group to a private consortium.

Shultz attempts to calm Europe's fears on US policy

BY ROBERT MAUTHNER, DIPLOMATIC CORRESPONDENT

MR GEORGE SHULTZ, the US Secretary of State, will today try to reassure his country's European allies in Nato that the fundamental foreign and defence policies of the US have not been affected by the failure of the super power summit in Reykjavik and the row over arms sales to Iran.

Thousands in Paris march for student

By Our Paris Correspondent

CARRYING armbands that bore the simple slogan "never that" as they marched through Paris yesterday in silent tribute to the young Frenchman of Algerian origin killed over the weekend and in protest at police violence.

Questions raised over directive on TV

BY RAYMOND SNOODY IN VIENNA

QUESTIONS over the future of the European Commission's draft directive on television were raised in Vienna yesterday when the Council of Europe decided unanimously to draw up a legally binding convention on trans-border television.

itself very tightly to areas of EEC competence such as commercial and technical rather than cultural matters," Mr David Mellor, UK Home Office Minister Responsible for Broadcasting, said at the close of the conference.

cluding France, Denmark, West Germany and the Netherlands. Britain achieved what it had been seeking at Vienna: moves towards a legal framework covering programme and advertising standards, sponsorship and copyright.

wider choice," Mr Mellor added. But the international framework would now be based on existing domestic rules.

Eureka finance appeal

By David Marsh in Bonn

THE EUROPEAN Eureka technology programme has built up an "enormous tempo" since its French-inspired birth last year, Mr Heinz Riesenhuber, the West German Research Minister, said yesterday. But he pointedly refused to say how much money the Bonn Government would be prepared to inject into it in coming years.

Opec faces uphill climb to \$18

BY RICHARD JOHNS

THE ORGANISATION OF Petroleum Exporting Countries starts deliberating today on how the level can be raised to \$18. The consensus favours the target laid down by King Fahd of Saudi Arabia and endorsed last month by the ministerial committee on pricing.

output of 700,000-1m barrels a day from the ceiling of 17m-17.5m b/d or so would probably be needed to lift prices to around \$18. In practice, however, it must be regarded as about the minimum that members can live with.

Yamani, made it abundantly clear last month that under no circumstances should Saudi Arabia revert to its traditional role of "swing producer" individually any more than Opec as a whole is prepared to collectively.

Dublin gives go-ahead for TV satellite venture

BY HUGH CARMODY IN DUBLIN

THE IRISH Government confirmed last night that it was awarding a licence to provide an Irish satellite network to Atlantic Satellite, a company 80 per cent owned by Hughes Communications of the US.

Swiss MPs vote down woman

By William Dullforce in Geneva

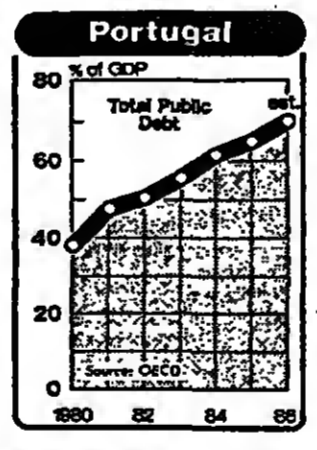
SWISS political conservatism prevailed yesterday when Parliament rejected by hand some majorities an attempt by feminists and environmentalists to place a second woman on the seven-member Federal Council (government).

Portugal marks time with a loss-making legacy

THE National Petrochemical Corporation (CNP) was meant to be proof that Portugal had moved into the age of high tech and industry on a large scale.

Constitutional review is due in 1987 or 1988. The socialists—the oldest and most established party—are now prepared to erase "conquests" from the constitutional text, but until the review the administration can do little more than make plans, ditch out subsidies and dream of less-indebted days.

Portugal marks time with a loss-making legacy. The National Petrochemical Corporation (CNP) was meant to be proof that Portugal had moved into the age of high tech and industry on a large scale.



later the Portuguese were drinking beer brewed by private sector enterprises. In a troubled area like shipbuilding and ship repairing, with two major yards, Setenave and Lisnave, vying for scarce business, the state knows there are few buyers available.

realistic projects and investments, such as the pelletising of pyrites and a fibreglass plant. There are plans to turn Quimigal into a holding company, reducing its workforce so that by 1990 it will have lost about 2,000 jobs.

Under the Cavaco Silva Government EDP has begun to get tough with chronic non-payers and cut off supplies to some manufacturers. On the Portuguese scale, EDP is a mammoth in danger of becoming a monolith.

Dissidents attack Ban on Kennedy

TWO POLISH dissidents who had hoped to meet Senator Edward Kennedy of the US in Warsaw this month yesterday sharply criticised the Government's refusal to allow him into the country, AP reports from Warsaw.

Howe warns against new import barriers

BY GYENTY PEEL IN STRASSBOURG

SIR GUY FREY HOWE, the British Foreign Secretary, yesterday warned against EEC protectionism being raised to defend against US farm exports, on the eve of a new round of farm trade talks between the two sides.

On the current negotiations with the US about possible compensation for the loss of grain sales to Spain, he insisted that Washington had "strongly supported" Spanish and Portuguese accession to the EEC. He said the Community was the largest market for US farm produce: 25 per cent of US exports go to the EEC, worth \$6.7bn in 1986—9 per cent more than the value of European exports to the US.

Opposition efforts to suspend the decree for declaring the 18-month wind-down. Some nationalised companies are already the target of reform programmes while others may no longer be justifiable as public sector bodies when the constitution changes.

German shipyard chairman quits

MR KLAUS AHLERS resigned yesterday as chairman of the Howaldtswerke-Deutsche Werft (HDW), the big West German shipyard that played a central role in the apparently illegal sale of submarine blueprints to South Africa about two years ago, reports Peter Bruce in Bonn.

Turkey sets date for application

BY DAVID BARCHARD IN ANKARA

MR TURGUT OZAL, Turkey's Prime Minister, yesterday renewed his war of nerves with the European Community by announcing that Turkey would make an application for full EEC membership in the course of 1987.

Thousands in Paris march for student

By Our Paris Correspondent

CARRYING armbands that bore the simple slogan "never that" as they marched through Paris yesterday in silent tribute to the young Frenchman of Algerian origin killed over the weekend and in protest at police violence.

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AMERICAN NEWS

Reagan's health initiative hit by conservatives

By Nancy Dunne in Washington

REAGAN ADMINISTRATION officials, wrestling with rising costs of health care, are debating two proposals which would limit US government health assistance to the elderly and expand the programme to insure against catastrophic illnesses.

In a rare domestic initiative, President Reagan, in his most recent state of the union message, asked Dr Otis Bowen, the Secretary of Health and Human Services, to make recommendations by the end of the year on how to provide "affordable insurance for those whose life savings would otherwise be threatened when catastrophic illnesses strike."

Those recommendations have now been delivered and are under attack by conservatives within the Administration. Dr Bowen proposed that Medicare, which helps pay for health care for those over 65, should pay patients' medical costs above \$2,000 (\$1,610 a year, in exchange for payment of a \$59 premium per year. He also suggested tax incentives to

encourage the purchase of private insurance for catastrophic illnesses. The scheme has been denounced by Mr Beryl Sprinkel, chairman of the Council of Economic Advisers, on grounds of its potential cost and because it is "inconsistent with the Administration's policies to strengthen competitive markets, to restrain the growth of Federal spending and to use private sector solutions whenever possible."

Dr Bowen still hopes to have his programme included in the 1988 budget. However, he has gone on the offensive against a cost-cutting proposal by the Office of Management and Budget, which would pay doctors treating hospitalised Medicare patients a single, pre-determined amount.

Budget officials project savings of \$500m next year from the \$750m Medicare programme. Dr Bowen, taking the same line as his critics, complains that a doctor-payment system is opposed to a free market.

Supreme Court rules on mergers

By James Buchan in New York

THE US Supreme Court, in a potentially important anti-trust ruling, has made it harder for companies to use the courts to block mergers by their competitors.

The court in Washington has ruled, by six to two, that a company was not entitled to challenge a merger merely on the ground that it faced "losses from increased competition," but must show a real threat to competition of the type "the anti-trust laws were designed to prevent."

The ruling clears the way for a large merger in the US beef packing industry. Monfort of Colorado, the country's fifth-largest beef packer, had won two court judgments to block an agreement of June 1983 for Excel to acquire Spencer Beef.

Monfort had argued that the merger would threaten competition because the merged business might use predatory pricing.

However, the Supreme Court did not go quite as far as the Justice Department had asked. The department had urged the court to deny competitors any standing to challenge acquisitions for fear of below-cost pricing, which the department believes occurs rarely.

David Gardner reports on the first four months of President Barco's Government Colombia goes adrift in new political era

PRESIDENT Virgilio Barco's Liberal Party administration, Colombia's first single-party Government after a generation of coalition rule by Liberals and Conservatives, has spent the first four months of its four-year term in a state of drift.

The Liberals' launch into the uncharted waters of conventional government-versus-opposition politics looks to have been dangerously improvised, particularly since the coalition system it is replacing was designed to end probably the worst cycle of civil warfare seen in Latin America.

Furthermore, in a system where people, not policies, command public attention, Mr Barco is perceived to spend more time in the engine room than on the bridge, oblivious, say critics from both major parties, to the hazards ahead.

This ill-prepared entry into a political era has produced among its early consequences:

• Withdrawal from Congress by the Conservative Party and the small left parties, which are making an insubstantial parliamentary debut after three decades fighting in Colombia's mountains and plains.

stamped after jobs made available by the Conservative's withdrawal from office.

• An upsurge in already high levels of violence.

• Set against this is Colombia's formidable record of muddling through and the attachment of the country's ruling elites to its institutions and laws, despite the surrounding lawlessness.

The Conservative Party, moreover, led by former president Misael Pastrana and Belisario Betancur, who left office in August, has nothing to gain by colluding in allowing the country to become ungovernable.

Forced into what its leaders call "reflective opposition" by the Liberal landslide election victory and Mr Barco's decision to follow a party programme, the Conservatives are feeling their way by trial and error.

Conservative MPs last week returned to Congress, but with the intention of boycotting Mr Fernando Cepeda, the Interior Minister, whose refusal to take opposition questions had provoked the Conservative walk-out.

Neither side appears to have anticipated the speed with which the old Frente Nacional (National Front) coalition would collapse. They have, therefore, not thought through their new roles and Mr Barco, a retiring technocrat with little political projection, has not yet proved himself a guide to the new system.



Virgilio Barco

manage a series of projects," says Mr Alfredo Vazquez Carrizosa, a former Conservative foreign minister, who also says his own party is far from presenting an alternative.

Nobody is clear how the new system should work. At the moment, it serves chiefly to throw into sharp relief the vices of the old one.

Even before Mr Barco took office, a vigorous press campaign forced him to drop his first choice Interior Minister, Agriculture Minister has already resigned. One official claims this was because of lack of access to the president and a major resumé is thought inevitable.

"For there to be government by party you need a party, and what we have here is an archipelago devoted to clientelist madness," says one former president.

He and others warn that rural Colombia is still soaked in the sectarian traditions of 19th century violence. But Mr Barco must also deal with immediate violence.

The left in Parliament, the Patriotic Union (UP) which detached from the biggest guerrilla faction after President Betancur's peace initiative, withdrew from parliament because paramilitary death squads, widely assumed to have links with military officers, have murdered over 300 of their cadre. The victims included a senator, two congressmen and 20 town councillors. As the assassination campaign continues, the risk grows that the UP will rejoin their 6,000 guerrilla comrades and resume fighting.

President Barco has not yet revealed how he plans to continue the peace process or check the power of the drugs traffickers, who had bought their way into industry, finance and politics before they incurred Mr Betancur's wrath by murdering his justice minister.

Hope is being placed, however, on Colombia's first ever municipal elections in March 1988, a part of the Betancur peace process.

US trade deficit rises to record \$37.67bn

THE US trade deficit on a balance of payments basis rose to a record \$37.67bn (\$28.5bn) in the three months to September 30, Reuter reports from Washington.

The increase shown in Commerce Department figures released yesterday compares with a shortfall of \$35.67bn in the previous three months. It adds to evidence that the US continues to have a serious trade problem.

The balance of payments trade figures exclude military trade and other factors such as the cost of insurance and shipping.

The Government released the overall trade figure for October last month, showing a reduction in the deficit to \$12.1bn from \$12.6bn in September.

The trade deficit picture has been closely watched by the

Reagan Administration and US trading partners because of the large federal budget deficit.

The White House, earlier this week, unveiled its outlook for next year showing some continued economic expansion although at a lesser rate than predicted in the past.

The Administration said the forecast was based on a reduction in the trade deficit due to a lowering of the dollar's value and some upswing in industrial investment.

At the same time, consumers are expected to cut their spending slightly next year, according to the Administration, partly because goods from overseas are costing more as a result of the dollar's fall.

The Commerce Department said non-oil imports in the three months to September 30 were up \$2bn, with the largest increase shown in cars.

US investigates Israel arms link with S. Africa

By Andrew Whitley in Jerusalem

ISRAEL could face difficulties with the US Congress over its arms exports, after an Israeli newspaper report yesterday that the country is behind recent weapon shipments to the South African-backed UNITA rebels in Angola.

Under the sanctions legislation recently passed by Congress, US military aid to any country supplying weapons to South Africa will be cut off by next October, if Pretoria does not make "significant progress" towards dismantling apartheid.

Military links between Israel and South Africa are well established, allegedly extending to co-operation in testing nuclear weapons. Under the new anti-sanctions legislation, that link puts at risk an annual grant from the US of \$1.8bn, crucial to Israel's defence programme.

According to yesterday's Haaretz newspaper, both the State Department and a Senate subcommittee are looking into possible recent Israeli shipments of arms and spare parts, in breach of the sanctions law.

Some of those weapons, Haaretz said, were destined for Mr Jonas Savimbi's UNITA rebels in Angola. Senator Edward Kennedy, who began a visit to Israel on Tuesday, has raised the subject of South Africa with Israeli leaders, an aide confirmed yesterday.

Baker to meet Europe finance ministers

By Our Foreign Staff

MR JAMES BAKER, the US Treasury Secretary, is to hold bilateral meetings with European finance ministers later this week, US administration officials said yesterday.

Mr Baker, who is taking part with leading Reagan Administration officials in regular talks between US and EEC officials in Brussels on Friday, will meet the British, West German, French and Italian finance ministers at separate talks in their respective countries.

"He decided that since he was going to be in Europe anyway, he might as well have the meetings with his counterparts," a Treasury spokesman in Washington said. "He'll be doing a lot of hopping around."

In London it was confirmed that Mr Baker would meet Mr Nigel Lawson, the Chancellor of the Exchequer, in London at the weekend.

UK Treasury officials said they expected Mr Baker to warn of the growing dangers of protectionism when the Democratic-controlled Congress starts work in January.

In Bonn, the West German Finance Minister said Mr Baker would hold informal talks with Mr Gerhard Stoltenberg, the Finance Minister.

The talks come as the US continues to seek agreement from Bonn to lower interest rates similar to the accord reached with Japan in October.

Brazil outlines plan for social pact with industry

By Ivo Dawwnay

THE BRAZILIAN Government yesterday outlined plans for a social pact, which would give industry and labour a role in formulating policy on prices and salaries.

Behind the scheme is an effort to reduce the industrial disruption and political unrest that has escalated since the Government's post-election fiscal package last month enforced substantial price and tariff rises on many products and services.

Tomorrow, Brazil's two main trade union confederations are expecting hundreds of thousands of workers to join a 24-hour strike in protest at the package and against the high rate of remittances abroad to service the country's \$107bn (\$73.4bn) foreign debt.

President Jose Sarney has entrusted Mr Almir Pazianotto, the Labour Minister, with the task of creating a tripartite forum—

provisionally dubbed the Economic and Social Council—bringing together unions and business under the Government's chairmanship.

Topics for discussion are likely to include forming a consumer price index excluding luxury items, wages policy, price rises for goods and public services.

While the proposals are expected to be welcomed by moderate labour organisations as a channel for influencing the Government, some of the business community is likely to be sceptical.

Not least among the criticisms is the fear that the time taken to create the institution will delay decisions on the adjustment package, much of which remains unclear. Industry has complained that the lack of a coherent Government strategy on fiscal and economic policy is holding up investment planning.

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Second interim statement for year to 30 September 1986

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- Profit before tax and earnings per stock unit up for the fifth successive year.
- Profit before tax up 180% to £241m.
- Earnings per stock unit up 13% to 28.5p.
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We are taking the necessary steps to realise fully the enormous potential of our unrivalled portfolio of world class brands"

Ernest W. Saunders
Chairman, December 10th 1986



GUINNESS PLC

Digital Audio Tape talks with Japan may end in failure

BY CARLA RAPOPORT IN TOKYO AND DAVID THOMAS IN LONDON

THE FIRST-EVER top-level meeting between Japan's electronics industry and the Western music industry, being held today, looks set to end in failure and the escalation of what could become a major trade dispute between Japan, the US and Europe.

The meeting, in Vancouver, Canada, is to discuss digital audio tape (DAT), the latest piece of audio-wizardry to come from Japan.

DAT, which is to be launched in Japan within the next few months, will be able to erase, record and play music with the same high quality offered by compact discs.

The Electronics Industry Association of Japan is today meeting the International Federation of Phonogram and Videogram Producers (IFPI), the international trade association representing 640 music companies.

This organization is worried that DAT will increase the competition to high-quality pirated material, because compact CD/DAT players, which the Japanese have already displayed, would allow consumers to tape off compact discs without paying a royalty fee.

The IFPI has been pressing the Japanese electronics industry for a top-level meeting for three years to discuss various copyright issues, without success until today.

The Japanese industry will be represented by Mr Sholecht Saba, Toshiba chairman; Mr Akio Morita, Sony chairman; and Mr Akio Tanii, president of Matsushita Electric, among others.

The IFPI delegation will include Mr Yasuji Eroegawa, president of WEA International; Mr Walter Yetnikoff, president of CBS records; Mr Jan Tinmer, of PolyGram records; and Mr Bhaskar Menon, president of EMI music.

The Western music industry will ask the Japanese to support them in their bid to persuade the US Government and the European Commission to pass legislation requiring DAT machines and tapes to be fitted with an anti-copying device, known as a "spolier".

The IFPI believes that legislation is necessary to deal with the problem of DAT recorders being produced in other countries.

The IFPI may also ask the Japanese to delay further the introduction of DAT.

However, Japanese industry executives strongly object to the notion of a "spolier," because it would negate the purpose of DAT.

The Japanese, who have already delayed the launch of DAT from last autumn, are now anxious to launch it fairly soon.

Component markets have full stocks of DAT parts and are ready to fill orders. Japanese production lines are ready too.

DAT players are now expected to go on sale in February or March, at an initial price of between ¥150,000 (£843)-¥300,000 in Japan.

Japan in-fighting could floor UK entry to telecom system, Terry Dodsworth writes

Tokyo may thwart C & W's global plans

CABLE and Wireless, the UK company which once ran the British empire's communications system, could hardly have made a better attempt to forge a place for itself in tomorrow's telecommunications industry than in its bid for a large chunk of the Japanese international telephone market.

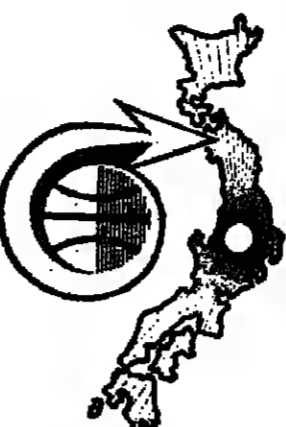
In an industry noted for its nationalistic characteristics, the British group has set its sights on the most closed market in the world. Inevitably, its ambitions are meeting some vigorous in-fighting within the Japanese establishment.

The degree of antagonism to the British group's plans was underscored during the recent Tokyo visit of Mr Paul Channon, the British industry minister.

Mr Shunjiro Karasawa, the Japanese Posts and Telecommunications Minister, used the occasion to stress in no uncertain terms that he regards C and W's project as a presumption to jump into a business which should rightfully remain a Japanese preserve.

No other industrial country, he told Mr Channon, had so far permitted a foreign company to have a principal stake in an international telecommunications group.

Under the C and W plan, the British company would take a 20 per cent stake in a new consortium set up to run an alternative international telephone service to and from



Japan. The UK group would be one of the two largest shareholders in the consortium and would be in operational control of the business.

C Itoh, the Japanese trading house, would also have 20 per cent, while the rest of the consortium would consist of a smattering of foreign shareholders, three of the big Japanese electronics groups, an influential bank and the Toyota car manufacturing company.

C and W's participation in the organisation makes technical sense because of its long history as a telecommunications operating concern in the international market.

Created to deal with the far-flung communications needs of the British Empire, the group has a wealth of experience in dealing with telephone systems on the grand scale.

The Japanese overseas telecommunications business is also a key target for C and W in its strategy of linking Western Europe to the industrial and financial markets of the Far East with a high-capacity, fibre-optic cable network.

If the group manages to capture a central position in Japan through the Tokyo consortium, the future of this new international cable service would clearly be strengthened.

To achieve this objective, however, IDC has to beat a rival consortium, ITJ, for the contract. ITJ is seen by some

analysts as largely representative of the conservative, old-guard element in Japanese industry. Its membership includes grand, traditional names such as Mitsubishi, Fuyo and Sumitomo and it is said to be close to the Ministry of Posts and Telecommunications—the department whose minister was so dismissive of the Cable and Wireless consortium in the talks with Mr Channon.

C and W's possibility of success may therefore revolve largely around the question of the authority of the telecommunications ministry within the Government. On this score, the debate is by no means clear-cut.

Observers believe that the traditionalists, backed by the Ministry, are fighting a dogged

battle to freeze out foreign influence in telecommunications. But the more progressive elements within the current administration, particularly ministries which have international responsibilities such as the Ministry of Finance and the Ministry of International Trade and Industry, are said to be conscious of the need to allow more foreigners into the charmed, and up to now extremely exclusive, circle of Japanese industry.

The reformist wing can also point to the need to ginger up Japan's telecommunications sector. Weaknesses in the country's telephone infrastructure were strongly highlighted in the 10-year, \$150bn restructuring plan for the industry, launched in 1985.

Within the domestic market, the present shortcomings are reflected in high long-distance prices, a by-product of subsidising low local call tariffs. In the international business, Japan generates a surprisingly small volume of traffic for such a large trading nation, partly, it is said, because many companies place their international calls through Hong Kong.

In the domestic market, these problems have been tackled by licensing four new concerns. In the international sector, the C and W consortium argues that it will be better placed than its competitor to provide the neces-

sary counterbalance to the present monopoly carrier because it has greater telecommunications expertise within the grouping.

Apart from C and W's operating experience, the consortium also contains Pacific Telesis, the US West coast telephone operating company, along with NEC, Hitachi and Fujitsu, the giants of the Japanese computer and electronics sector who all have some interests in telecommunications equipment.

One possible solution will be a compromise within the Government, bringing together the two consortiums and redistributing the shareholdings. This would be a characteristic Japanese solution, but if it is employed the key question will be the degree of foreign participation.

Comments from Japanese officials recently have indicated that what the conservatives would like to see is an arrangement which gave the foreigners only a limited equity participation and froze C and W out of the new group's operational management. This is precisely the sort of result which the British company, anxious to press ahead with its global strategy concept, would like to avoid.

But in the war of words now going on in Tokyo, it is not at all clear whether the progressives will be able to win the day.

Coca-Cola signs six-year Soviet pact

Coca-Cola COMPANY has signed a six-year trade agreement with the Soviet Union providing for a major expansion of its business there, the company said yesterday. Reuter reports from Atlanta.

A Coca-Cola spokesman said the value of the transaction was \$30m (£21.2m), and included the sale of concentrate, fountain equipment and other equipment.

Coca-Cola has been sold in the Soviet Union through shops serving tourists and the international community since 1985 and Fanta orange, another "Coke" product, has been bottled in Moscow, Kiev, Tallin and other cities since 1979.

Under the new agreement, Coca-Cola's business will be expanded to include the bottling of Coca-Cola and the sale of "Coke" and Fanta directly to Soviet consumers in a number of cities, including Leningrad, Sochi, Minsk, and Riga.

The company said the agreement was concluded with the participation of the Satra Group of Companies, a business organisation marketing a wide variety of Soviet-made goods.

The signing of the agreement took place during the annual meeting of the US-USSR, Trade and Economic Council, at present being held in Atlanta.

ca tighten journalists

Two black miners were hit and 12 injured when winds after fighting the wind between Zulu, Xhosa and Ndebele miners at the South African town of Natal yesterday. The latest report of factional fighting among the miners comes after at least two weeks of fighting in Natal between the Anglo-American Corporation

Meeting will focus on trade gap with EEC

BY QUENTIN PEEL IN STRASSBOURG

THE CHRONIC and growing EEC trade deficit with Japan, likely to reach \$20bn this year, will dominate top-level talks between the Japanese Government and the European Commission in Brussels today.

European fears about bilateral deals being done between Japan and the US - on trade in semi-conductors and on international finance - are also certain to be raised.

The EEC negotiators will be seeking concessions on key sectors in which they believe the Japanese domestic market can be opened up, including wines and spirits, skis, and tending for the new Kansai International Airport at Osaka.

The broad-ranging ministerial-level talks are being held at the request of the EEC to discuss the full range of the deteriorating trade relationship.

For its part, the Japanese Government is increasingly concerned and irritated by what it regards as unnecessarily aggressive criticism from the Community over the past six months - and particularly since the UK took over the EEC presidency in July.

The European Commission, however, is determined to maintain the pressure in the talks today, while seeking to prove that it is being "firm but fair," according to Mr Willy De Clercq, the Trade Commissioner.

The trade deficit of the Community with Japan is likely to reach \$20bn by the end of the year, Sir Geoffrey Howe, the British Foreign

Israelis award first offshore oil concession

By Andrew Whitley in Jerusalem

ISRAEL has awarded a US-Israeli consortium the country's first offshore oil concession, in the eastern Mediterranean adjacent to a rich Egyptian find.

The exploration concession, valid for 12 months, covers a 1m-acre bloc running out to sea from the coastal city of Ashkelon and the nearby Israeli-occupied Gaza Strip. It was awarded last month, but has only now been publicly disclosed.

The consortium, Negev Joint Venture, is headed by a publicly-quoted US company, Isramco. Its participants include a private concern owned by Mr Armand Hammer, Occidental's chairman, as well as private Israeli interests.

Although the oil-bearing strata is thought to be at depths of over 3,000 ft, making development work costly, the group is encouraged by the proximity of the large Mango field, discovered by Total, the French company, in Egyptian waters near El Arish.

If the preliminary findings are promising, Negev Joint Venture will have the option next year of converting its exploration concession into a drilling licence.

The consortium is already exploring for oil and gas in an onshore bloc covering 2m acres, equivalent to 40 per cent of Israel's land area.

After a number of unforeseen recent setbacks, test drilling is due to commence later this month, at one of six locations identified as raising good hopes.

Mr Joseph Elmaleh, Isramco's chairman, said last week he hoped oil would be struck at the site, Agur I, within the next six months.

Covering an area of 7,500 acres, the Agur-I site is thought to have a recoverable potential equivalent to 400m barrels of oil or 2.5 trillion (million million) cu ft of gas, making it a large field by any standard.

Mr Elmaleh said that all the drillable prospects and "leads" identified by his geologists were commercially viable at average market prices of \$15 a barrel. No significant oil finds have ever been made in Israel, despite the spending of some \$280m (£184m) over the past decade.

US, Pakistan in textile pact

The US has reached agreement with Pakistan to curb its textile and apparel shipments to the US market, Reuters reports from Washington.

The new five-year agreement limits Pakistan's exports to an annual growth rate of about 6 per cent and covers all man-made fibres and clothing and clothing made from other fibres, such as linen and silk-blends.

US launches attack on Japanese export subsidies

BY NANCY DUNNE IN WASHINGTON

A TEAM of US Export-Import Bank officials, negotiating a proposed \$100m (£70.9m) concessional line of credit in Jakarta this week, are the vanguard of a new US assault on Japanese export financing subsidies.

In the past, Eximbank moved aggressively to offer mixed credits—commercial financing mixed with aid funds—for projects bid on by French companies.

The campaign was aimed at bringing the French Government to an agreement within the Organisation for Economic Co-operation and Development (OECD) which would ultimately limit the use of mixed credits.

Efforts to put new rules on tied aid into effect were blocked by the Japanese Government at the last OECD credit group talks in October. Since then, Eximbank has produced new, preliminary figures for the first quarter of 1986 showing Japan to be the worst offender

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Singapore to boost tourism

BY STEVEN BUTLER IN SINGAPORE

THE Singapore Government yesterday released details of a \$51bn (£31.8m) plan to revive the island-state's declining tourist industry.

The most expensive component of the plan will be a \$540m project to develop a beach resort at Sentosa Island, at present connected to the main island of Singapore by a cable car. The islands are now to be joined by a tunnel, bridge, or causeway, with tenders on

the project to be open in three months.

The plan, drawn up by the Singapore Tourist Promotion Board and the Trade Ministry, also calls for the re-creation of the colourful Bugis Street, torn up a year ago by subway construction. But there is considerable doubt about whether its old atmosphere can be revived.

Other items in the plan include refurbishing the Raffles Hotel and developing the Singapore River into a boating, shopping and restaurant area.

Tourism earnings in Singapore have declined from a peak of \$4.2bn in 1983 to \$3.9bn last year. The opening of a string of new hotels has pushed down occupancy rates to near 60 per cent, and more rooms are still coming on the market.

Tax incentives will be granted to private developers who participate in the new tourism development plans.

UK NEWS

Financing of US bid for IC Gas goes to inquiry

BY LUCY KELLAWAY

THE Government yesterday took the unexpected step of referring to the Monopolies and Mergers Commission the £750m bid for Imperial Continental Gas by Gulf Resources, the small and little known US company, on the grounds that the financing of the highly leveraged bid needed examination.

This decision, which was at the recommendation of the Office of Fair Trading, surprised many in the City of London, who had assumed that the commission had effectively ruled on highly leveraged takeover bids when it recommended in September that Elders should be allowed to proceed with its bid for Allied-Lyons.

However, the Department of Trade and Industry said yesterday that the bid indirectly raised issues of competition as the extent of the borrowings could have a damaging effect on Calor, the main subsidiary of IC Gas.

Calor itself was the subject of a monopolies investigation in 1981 when it was decided that, although it did have a dominant share of the market, that this was not against the public interest.

The Commission has been asked to prepare its report more quickly

than usual, in five rather than the customary six months. This reflects in part criticism about the slowness of MMC inquiries, but also the fact that much of the groundwork on Calor has already been done.

Mr David Barclay, the UK investor who, with his twin brother, Frederick, owns a controlling interest in Gulf, said yesterday that he was puzzled by the decision. "The only conclusion I can come to is that it was political," he said, adding that the extent of parliamentary lobbying by IC Gas and its supporters had been "unprecedented".

He declined to say whether Gulf would proceed with its bid, adding that the company would make up its mind over the next few days.

IC Gas yesterday welcomed the referral and said that it had long believed the proposed merger to raise important questions of public interest.

At the same time it unveiled plans to change the structure of the company, in order to allow individual shareholders to benefit as much as they would have from the break-up of the company proposed by Gulf in its bid.

The company intends to reshape its portfolio of Belgian interests in-

to a separately quoted company, in which IC Gas shareholders would be given shares. The proposals have not yet received tax clearance and are conditional on the approval of the stock exchange and of shareholders.

The package failed to support the share price of IC Gas in the market yesterday, which at one point fell to 485p before ending the day 16p lower at 526p.

The decision to refer mergers on other than purely competitive grounds is rare. Since current policy was laid down last year by Mr Norman Tebbit, then Trade and Industry Secretary, there have been three other such referrals: the Elders bid for Allied-Lyons, and the rival bids for S&W Barford from Hillsdown and Ferruzzi.

The referral of the Gulf bid is believed to lack the positive support of the Bank of England. Gulf consulted the Bank on its bid, which would have involved borrowings of some £670m, and got the impression that the Bank had no objections. The Bank said yesterday that it was in no position either to approve or disapprove and that its stance was neutral.

Lawson accused of change in policies

By Philip Stephens

AN ALL-PARTY committee of MPs yesterday accused Mr Nigel Lawson, the Chancellor of the Exchequer, of operating an "obscure" monetary policy and of failing to set a coherent framework for fiscal policy.

In a highly critical appraisal of the development of the Government's economic strategy over the past few years, the House of Commons Treasury and Civil Service Committee called on Mr Lawson to acknowledge a "substantial" change in its policies.

It suggested that the changes in approach to control of public spending and the money supply and to the role of the exchange and interest rates had eroded the original intentions of its Medium-Term Financial Strategy (MTFS).

The committee, which has a Conservative majority, warned of the dangers to confidence on financial markets of apparent conflicts in the objectives of monetary policy. It also expressed some scepticism over whether the Government would meet its public spending targets for next year.

The report, prepared ahead of next week's debate on the autumn statement, voices concern over the much more rapid pace of wage rises and unit costs in Britain than elsewhere. It says that there is a danger that this will bring renewed pressure on the exchange rate over the medium term.

Introducing the report, Mr Terence Higgins, the Conservative chairman, said that the committee had aimed to examine whether there had been continuity in policy since the publication of the first MTFS in 1980.

In his evidence to the committee, Mr Lawson had suggested that, although there had been changes of emphasis and presentation in the Government's strategy, the broad lines of policy had remained unchanged.

The committee concluded, however, that "it is now clear that in respect of the key factors of public expenditure control, reduction in the money supply, and the use of interest and exchange rates there has been a substantial change in policy. In the interests of informed public debate, these should be openly explained and avowed..."

Kinnock fires a salvo in great defence row

BY MICHAEL CASSELL, PARLIAMENTARY CORRESPONDENT

THE DEBATE over the future shape and strength of Britain's defences yesterday moved to the centre of the political stage, where it seems certain to stay up until the next general election.

The relaunching in London of the Labour opposition's non-nuclear defence policy immediately intensified the arguments over which of the political parties' defence strategies will minimise the risk of all-out nuclear war, offer Britain the best chance of a secure future and ensure the continuing strength of the Nato alliance.

Central to Labour's argument is that, since Nato was established 40 years ago, the credibility of nuclear deterrence has increasingly been called into question while the shape of the political alliance that underpins Nato has changed.

The party says that a nuclear battle fought in the crowded towns and cities of Europe has become unthinkable and that therefore the whole concept of nuclear deterrence has become a matter of "no defence." Mr Denis Healey, Labour's foreign affairs spokesman, emphasised yesterday that the world contained 50,000 nuclear weapons, equal to 1m Hiroshima bombs.

Home Office calculations suggested that 25m people in Britain would be killed in any nuclear conflict - a figure which would ultimately rise to 50m. "We cannot continue to base our security on the threat of mutual suicide," he said.

Labour also emphasises that there is now recognition, on both sides of the Atlantic, that the perspectives of Western Europe and the US have changed over the last 20 years, a divergence which has produced conflicting judgements and policy disagreements. It believes proper recognition of European interests is now needed, rather than what it sees as the "dash" one-sided support Mrs Thatcher has offered the Americans.

Labour says that the nuclear arms race must now end and claims the time has come for Britain's own defences to be reconstructed while Nato itself must acquire a new strategy which will ensure that it remains effective into the next century.

At the heart of that strategy, according to Labour, must be an end to the unworkable concept of "first use" of nuclear weapons, the removal of nuclear weapons from Eu-



Mr Neil Kinnock

rope and their replacement with effective, conventional forces. The process, it says, will start in Britain, with a Labour government cancelling Trident, decommissioning Polaris and removing all US nuclear weapons from the country. Only then, it claims, will it be believed when it argues for less reliance on nuclear weapons.

Mr Kinnock and his colleagues face the enormous task of winning over Britain's allies within Nato, whose defence ministers, as recently as last week, warned that unilateral disarmament within the Alliance would wreck its deterrent strategy. Much is being made by the Labour leadership of what it claims to be a growing number of defence experts - particularly in the US - who support calls for a review of Nato defence doctrine. But few of them have yet demonstrated much sympathy for the party's own set of solutions.

Having just returned from his visit to the US, Mr Kinnock can be under no illusion about the scale of the challenge he confronts in winning acceptability for the party's proposals among Americans. He emphasised yesterday that his aim was to secure, through partnership, removal of US nuclear weapons from Britain and that discussions would proceed on the basis that the US has never been in the business of imposing weapons on its allies. But he repeated that, at the end of the day, the will of an elected, sovereign government in an allied state would prevail.

Labour has also to convince the British public of its case if it is ever to have the opportunity of putting

Trafalgar pays £74m for Broseley builders

By Joan Gray

TRAFALGAR HOUSE, the property and shipping group, is set to become the country's fourth largest housebuilder with the £74m purchase of Lenashire-based Broseley House from Guardian Royal Exchange Assurance (GRE).

Broseley holds a large landbank, well placed in areas such as London's docklands and elsewhere in the south east of England where there has been heavy demand for new housing. Trafalgar said the acquisition would strengthen the position of its Ideal Homes subsidiary in the south, south east and Midlands of England.

The addition of Broseley will boost Ideal's housebuilding capacity by 50 per cent, bringing its total output to 6,000 new homes a year. Ideal, concentrated on the south but with offices nationwide, sold 4,000 homes in the year to September 30.

The housebuilding market has grown by 10 per cent this year to a record level of more than 170,000 houses built for sale, the highest for the last 12 years.

Land prices have risen by up to 40 per cent over the last year and sites in south east England can fetch up to £2m an acre. Broseley brings Trafalgar enough land for 7,000 homes to add to Ideal's existing land bank of 10,000 units.

Trafalgar's projected housebuilding output of 6,000 houses a year compares with the industry's current leader Wimpey, with 11,000 houses a year, Tarmac with 10,100 and Barratt with 6,100. However, Trafalgar has no plans to increase output beyond 6,000 a year and with land prices rising, intends to conserve its land bank.

The acquisition will be financed by a placing of 30.5m Trafalgar House ordinary shares at 245p per share. On the London stock exchange yesterday Trafalgar shares closed 6p lower at 260p.

Broseley made a profit of £3.4m before tax and interest in the year to end December 1985. After interest charges, however, it reported a loss of £4.2m. Trafalgar is expected to turn this round to a £9m profit for 1986 under a financial restructuring taking place before the acquisition which will leave Broseley with negligible borrowings.

GRE decided to sell Broseley after reassessing its interests.

Court blocks Hanson move into Courage pension schemes

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

HANSON TRUSTS' controversial plan to take out the bulk of the £30m surplus in three pension schemes at Courage, the brewing group, has been thwarted by the High Court in London.

The court ruled yesterday that the committee of management of the schemes did not have the legal power to sign deeds giving effect to the Hanson plan.

Mr Justice Millett said that Hanson proposed to remove all but £10m of the surplus for its own benefit, or that of Hanson group employees.

The pension schemes had been set up for the benefit of Courage employees. Although they had no legal right to the surplus they were entitled not to be irreversibly parted from it by the unilateral decision of a takeover bidder.

The ruling means that 8,800 Courage employees and Imperial Brewing and Leisure, the Courage holding company can continue to enjoy, possibly for 10 years, the "contributions holiday" provided by the surplus.

Hanson acquired Imperial Group, which included Courage, after a hotly contested takeover battle in April. Last month Courage and other parts of Imperial were sold by Hanson to Elders DLI, the Australian group, for about £1.4bn.

Hanson's plan involved Courage pension scheme members being transferred to a new scheme to be established by Elders, taking with them £10m of the surplus, the balance of which would be taken by Hanson.

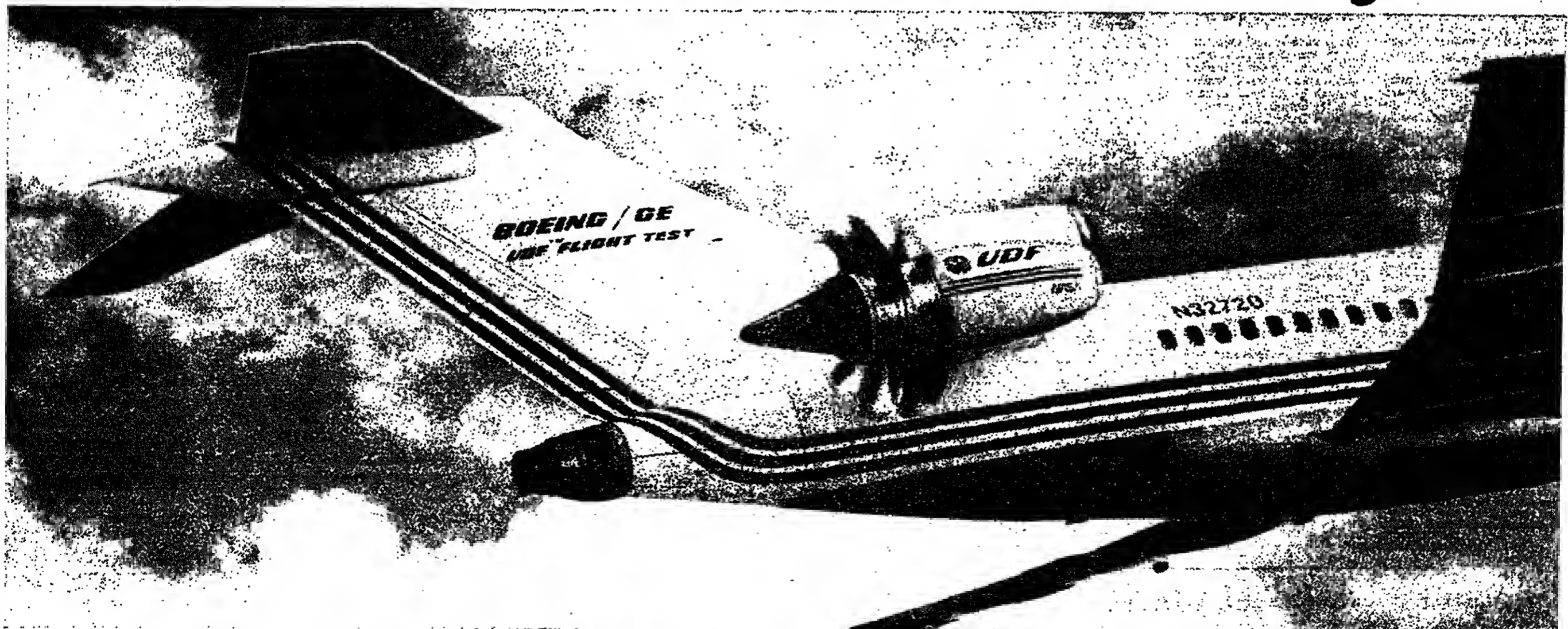
The judge said that, shortly after Hanson's "unwelcome bid" for Im-

perial, the Courage schemes had been amended to close them to new entrants to protect the assets from what had been described as "a predator." Under Hanson's plan, it would be substituted for Imperial Brewing and Leisure (IBL) as the principal scheme company.

Hanson did not employ those for whose benefit the schemes had been established, and now that the sale to Elders had been completed Hanson had no connection with IBL, its associated companies or its employees.

"If trust deeds and rules can be amended now to permit the substitution of Hanson for IBL, then they can be amended to permit the substitution of ICI or British Gas or the company which carries on the business of the local Chinese takeaway," the judge said.

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will mean the airliner will have operating costs which are 8% to 10% lower than jets entering service later this decade.

It's destined for a brilliant future and Short Brothers in the UK are sharing in the development programme. Everything's going to plan for production to start in 1988 and for the aircraft to enter service in 1992.

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Trafalgar pays £74m for Broseley builders

By Joan Gray

TRAFALGAR HOUSE, the property and shipping group, has become the country's largest housebuilder with the purchase of Lancashire-based Broseley from Guardian Assurance (GIA).

Broseley holds a large portfolio of well placed land in London's docklands and elsewhere in the south east of England. There has been heavy demand for new housing. Trafalgar's acquisition would strengthen its position in the south, south east and south west of England.

The addition of Broseley to Ideal's housebuilding portfolio by 20 per cent, bringing the group's output to 6,000 new houses a year with offices nationwide, will increase the year to September 1986 housebuilding output by 10 per cent to a record level of more than 70,000 houses built for sale, the highest in 12 years.

Land prices have risen by 40 per cent over the last five years in south east England, reaching up to £1m an acre. It brings Trafalgar's 1986 output of 7,500 homes to add to its existing land bank of 10,000 sites.

Trafalgar's projected housebuilding output of 8,000 houses compares with the industry's output of 70,000 houses a year. Tarmac, Wimpey and Barratt with 8,100. Trafalgar has no plans to increase output beyond 8,000 a year as land prices rising, instead to serve its land bank.

The acquisition will be financed by a placing of 30.3m new ordinary shares at 25p a share. On the London Stock Exchange yesterday Trafalgar's share price rose to 230p.

Broseley made a profit of £1.2m before tax and interest in the year to end December 1985. After charges, however, it made a profit of £4.2m. Trafalgar is expected to earn this round to a day for 1986 under a financial restructuring taking place before the acquisition which will leave the group with negative borrowings.

GRE decided to sell Broseley to Trafalgar as it was repressing its interest

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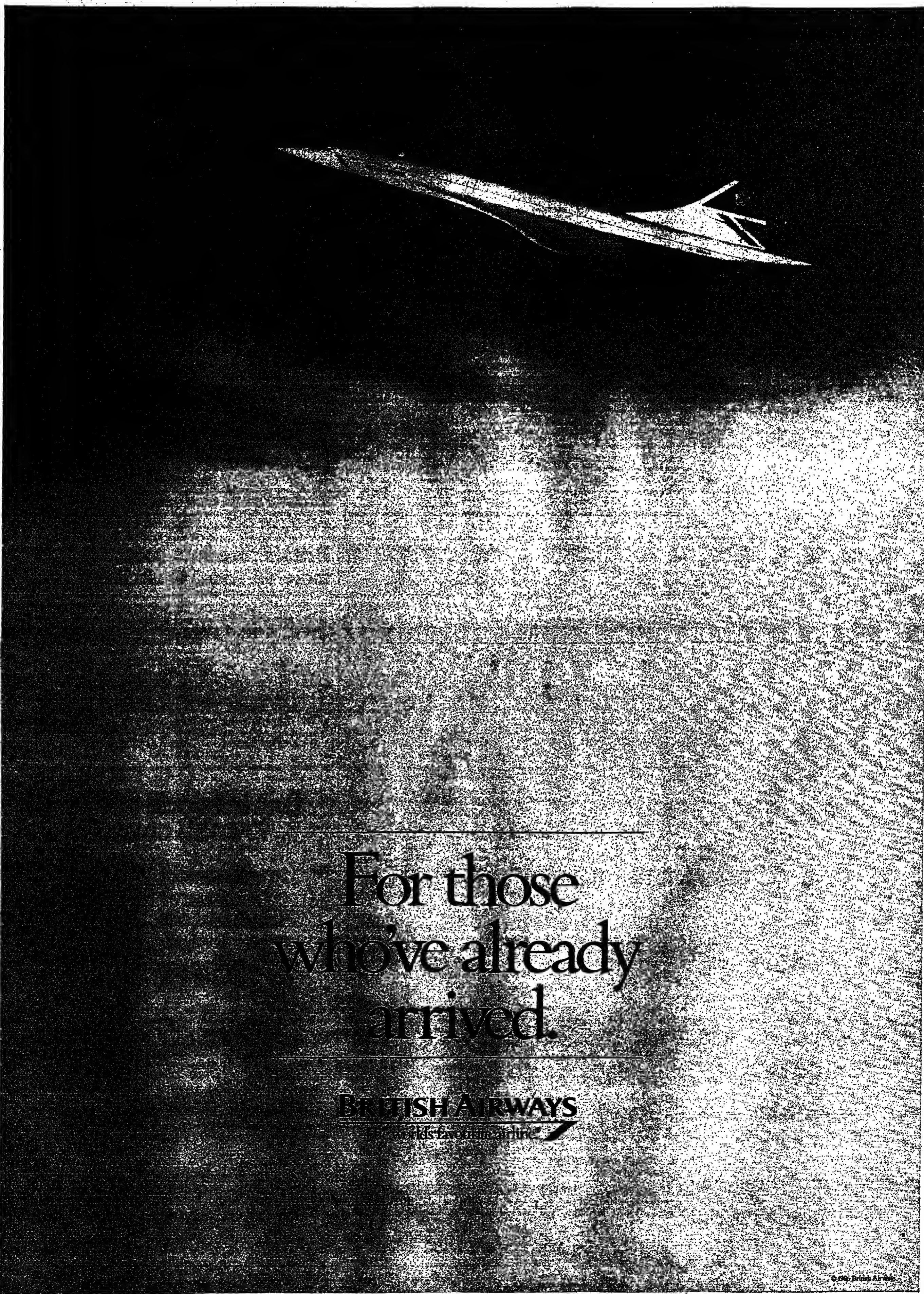
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UK NEWS

Plans for more liberal telecom market opposed

By DAVID THOMAS

BRITISH TELECOM (BT) and the UK telecommunications equipment industry are trying to stop proposals in an official report designed to make entry into Britain's liberalised telecommunications market easier.

The report, which has not been published, suggests the sweeping away of many of the tests which new telecommunications equipment now has to pass, but its opponents argue that this could damage Britain's telecommunications services.

British and foreign manufacturers trying to sell new telecommunications equipment such as private exchanges and telephones in Britain have complained about the length of time and cost involved in getting their equipment approved.

There have been suggestions that these procedures have significantly hindered the extra competition in the market which liberalisation was supposed to bring.

Reacting to these complaints, Mr John Butcher, Industry Minister, announced in parliament in 1984 a review of the standards used by the approval authorities.

The Office of Telecommunications (OfTel), the industry's regulatory body, appointed a review committee made up of government representatives, trade associations, British Telecom and Mercury Communications. It was chaired by Major General Archibald Birtwhistle, a former head of Army signals.

The committee's report, finished in October, proposes three types of requirements which new telecommunications equipment would have to meet in future:

• Mandatory ones to be tested by

public authorities as at present; for example, the equipment must be suitable for communication with the emergency services.

• Mandatory requirements which the equipment supplier would himself declare to have been satisfied. The report says these would cover the requirement not to send over the public network "signal patterns that will unreasonably reduce other users' access to shared network resources."

• Requirements which would be entirely voluntary, including "that an acceptable conversational quality of speech is achieved."

The report's recommendations are supported by the Telecommunications Industry Association, which represents the smaller companies set up or expanded because of liberalisation. It says that the industry needs to police more of its regulations itself.

However, BT has written to Major General Birtwhistle expressing concern that "approval of telephone and telex apparatus under the proposed guidelines will not necessarily mean that apparatus will perform satisfactorily."

The BT letter says that telephones might not carry intelligible speech and that telexes might not send reliable messages. It adds that the quality of services available to all users could be damaged by poor transmission.

The Telecommunications Engineering and Manufacturing Association, representing the established manufacturers, has written in a minority report that the proposals will "inevitably lead to a general degradation of speech quality in the UK switched network."

Trusthouse buys stake in Kentucky Chicken

By Lisa Wood

TRUSTHOUSE Forte (THF), the UK hotel and catering group, is taking a 50 per cent stake in the UK operations of Kentucky Fried Chicken (KFC) which has some 330 franchised and company-owned outlets.

THF, which has given no financial details of the deal, is to form a joint-venture company with Kentucky Fried Chicken International (part of Manganese Bronze), which will take in all the activities of KFC (GB) and about five THF properties.

Although THF has major catering interests, including the Little Chef chain and Gardner Merchant, the contract catering company, it has been poorly represented in the quickly-growing fast-food sector, estimated to be worth £1.8bn a year. It has experimented with Julie's Pantry, a small chain of burger outlets in London and its service stations. The three outlets in London will be incorporated in the KFC chain.

KFC's early entry into the UK market in the 1960s with US-style counter service outlets gave it an initial marketing edge. Its marketing strength was eroded between the late 1970s and early 1980s by the growth of competition. It expanded its UK franchising operations quickly and became increasingly reliant on younger customers and the late-night take-away trade - both areas of fierce competition and limited growth.

In the last two years the company, with a turnover of about £125m last year, has embarked on a marketing campaign aimed at families.

Mr Richard Mayer, president of KFC, said the deal with THF would allow it to push ahead more quickly with expansion based on a new concept of larger restaurants with eat-in facilities.

London 'black taxi' faces rival

By JOHN GRIFFITHS

THE FIRST purpose-built rival to the famous London "black taxi" for nearly 20 years was launched yesterday by Metro-Cammell Weymann, the Birmingham-based bus and coach manufacturer.

MCW, a subsidiary of the Laird Group, has spent over £5m during the past three years in developing the "Metrocab" and bringing it into production at its Washwood Heath plant on the outskirts of Birmingham. Prototypes have covered more than 150,000 test miles.

Significant advantages over the existing "black taxi," the FX4 range built by London Taxi International (part of Manganese Bronze), were claimed for the Metrocab yesterday by Mr Peter Steadman, MCW's managing director.

Mr Steadman said the cab had been designed to accommodate five passengers, as well as being the only such vehicle designed from scratch to accommodate a wheelchair-bound passenger. A seven-passenger version is also under development, aimed particu-



The new Metrocab which is also black

larly at tapping the shared-taxi market now being opened up, especially in rural areas, through the deregulation of bus services.

The Metrocab uses the 2.5-litre direct-injection V8 diesel engine from the Ford Transit van, mated to a Ford automatic transmission. Apart from the Metrocab's more modern styling - the FX4 in its original form was first launched in 1968 - the other immediately obvious difference from the London Taxi product is that the passenger doors are hinged at the front like a conventional car, rather than at the rear.

One reason for this is to make easier the adaptation of the vehicles for a variety of export markets, which MCW would start to exploit

in 1988, said Mr Steadman. MCW planned to produce 1,000 in the first year, with a number of further options being introduced next April intended to appeal specifically to provincial and rural operators.

Currently, Carbolites sells about 2,000 FX4s a year to UK operators, who between them account for a "black taxi" population of around 20,000. But Mr Steadman said he envisaged that total demand would be increased by the Metrocab's arrival.

Three factors had persuaded MCW to enter the market: 1985 legislation requiring new taxis to accommodate the disabled; bus deregulation; and what was perceived as a need to break the London Taxi monopoly - "there was a need for a competitor."

This view was endorsed at the London launch by Mr David Mitchell, the Transport Minister, who declared that "the monopoly situation is never healthy."

The Metrocab's price of £13,950 was claimed yesterday to be around £700 less than a typical FX4 model.

Companies 'still miss delivery targets'

By Nick Garnett

PERFORMANCE of UK manufacturing companies in meeting delivery times and managing the flow of work through their plants has shown no sign of improving during the past 10 years, according to a survey published yesterday by the British Institute of Management (BIM).

The survey is based on a detailed questionnaire prepared by the Cranfield School of Management and completed by managers of 240 plants. The results show that manufacturing companies to general pay only 10 per cent more for late delivery where it counts, on the shopfloor.

While pointing to some beneficial changes, the study gives an oblique warning that many companies will not survive if they continue on their present course and business senior management and company strategists, rather than manufacturing managers, for these deficiencies.

The findings appear to fly in the face of claims by the Confederation of British Industry and the Government that UK Manufacturing has become much more efficient in recent years.

The survey, mainly of mechanical and electronic engineering companies as well as a smaller number in sectors such as chemicals and food processing, was carried out by Professor Colin New and Mr Andrew Myers of Cranfield using 1985 data.

It compares this data with a similar survey carried out by Prof New when he was at the London Business School in 1975. The surveys were based largely on different companies, but Prof New says this should not matter because of the representative nature of both samples.

The authors underline the seriousness of the position. "The questions are very similar to those posed in 1975. Our worry is that, if some of them are not answered soon, there will be nothing left to survey by 1995."

The latest survey shows that, of the sample, one in four plants deliver more orders late than on time and half the plants were unable to achieve the target of having only one order in four late.

Prof New says this finding, which is about the same as 10 years ago, seems "unbelievable" but there are no doubts about the value of the data.

Of the sample, 87 plants are foreign owned, and these performed significantly better than UK owned sites.

Managing Manufacturing Operations in the UK, 1975-85. From Karen Jones, Management House House, Cottingham Road, Corby NN17 1TT. Price £20 (£16 for BIM members).

Fed official warns of sticky time for banks

By DAVID LASCELLES, BANKING CORRESPONDENT

A WARNING that the big changes sweeping through international capital markets will bring problems as well as benefits was sounded yesterday by Mr Sam Cross, executive vice president of the Federal Reserve Bank of New York.

He told the second day of the FT World Banking Conference that there appeared to be too many banks competing for a place in the new global markets and he said he expected to see some "dimming down."

"I wonder whether there may not be a difficult adjustment for the market in the years ahead," he said. He also commented that financial liberalisation and the rapid growth in international capital flows was affecting individual countries' ability

to control monetary policy and could lead to protectionism.

Market participants as well as regulators might welcome a slowing in the pace of change in order to absorb developments so far, he said.

Mr Stanislas Yassukovich, chairman and chief executive officer of Merrill Lynch Europe, said investment banks must be ready to combat criticism that they were more interested in exploiting the new global markets than in fulfilling their traditional role of channelling savings into productive long-term commercial and industrial projects.

Mr Jonathan Cohen, deputy chief executive of NatWest Investment Bank, believed that commercial banks were well placed to make a

success of the securities markets. But he urged them to resist the temptation to move too fast and incur losses which might provoke a regulatory crackdown. "This is the greatest threat we face in London," he said.

A prediction that Japanese firms would play an increasingly important role in the international and company money markets while Japan remained a substantial capital exporter was made by Mr Yoshiyuki Fujisawa, managing director of IBI International. But he said Japanese firms would also be competing among themselves and would be assimilated into the international culture as time went by.

By creating new types of products, financial institutions had in ef-

fect institutionalised financial innovation according to Mr Blaine Tenneson of Nomura International. He expected future innovation to become more a function of the quantity and quality of resources committed to new product development, stirred by competition and the quest for profit.

City of London institutions needed to be much more conscious of getting "value for money" with their salary policies, Mr Mark Forester, director of Jonathan Wren, said. US banks were much better at measuring this than the British although the recent large increase in City pay levels were partly due to the much larger US banking presence in London.

Britain 'needs to spend more on Aids research'

By DAVID FISHLICK, SCIENCE EDITOR

A WARNING that Britain must be prepared to spend much more generously on research into Aids - acquired immune deficiency syndrome - in future was given yesterday by Sir James Gowans, outgoing head of the Medical Research Council.

Sir James, introducing his council's annual report, said that, if the current clinical trial investigating AZT, Wellcome's new anti-viral drug, proved successful, the Government must steel itself to fund a much more expensive trial to establish therapeutic regimes for Aids patients.

AZT is a highly toxic drug which so far has shown greater promise than any other for the treatment of Aids.

Sir James said his council had been able to fund all the worthwhile British research proposals put forward so far on Aids, to a value of about £500,000.

It now needed a further £500,000 but believed prospects of getting this money from other government departments such as the Department of Health were very good.

Nationally, it was estimated that Britain was spending up to £2m on Aids research.

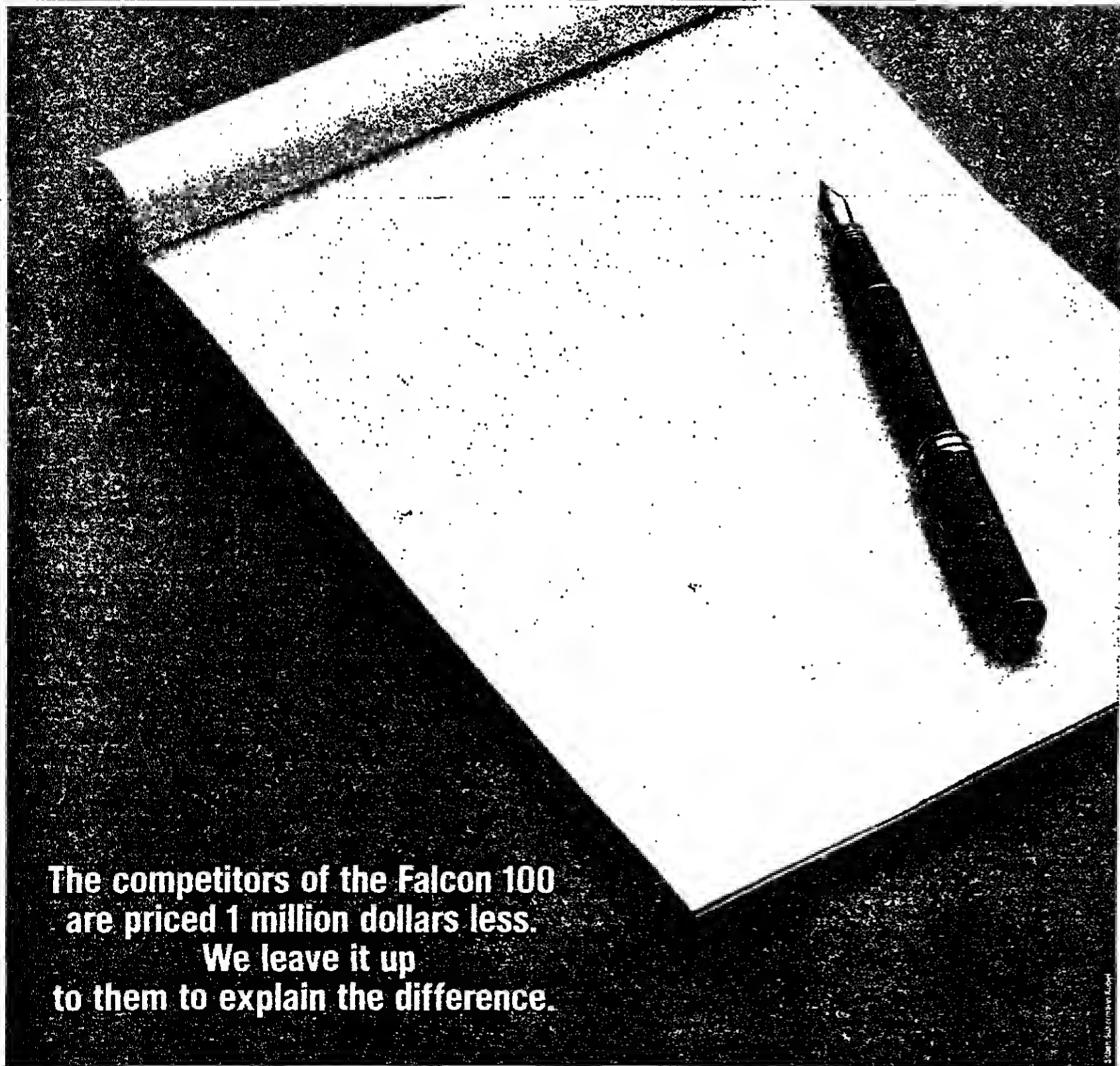
But Sir James said the council could foresee a need for earmarked funds for this research amounting to several million pounds a year for several years.

The latest survey shows that, of the sample, one in four plants deliver more orders late than on time and half the plants were unable to achieve the target of having only one order in four late.

Prof New says this finding, which is about the same as 10 years ago, seems "unbelievable" but there are no doubts about the value of the data.

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Managing Manufacturing Operations in the UK, 1975-85. From Karen Jones, Management House House, Cottingham Road, Corby NN17 1TT. Price £20 (£16 for BIM members).



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MANAGEMENT : Marketing and Advertising

IF YOU tell an oil marketing man that you always buy your petrol from the local filling station, and haven't ever noticed whether it is owned by Shell, Esso, BP or one of the others, he will look at you at first with disbelief and then with disdain. For you are an old-fashioned consumer, and one who the oil companies are going all out to exterminate.

Ten years ago petrol was petrol, and unless it was at least as cheap as competing brands nobody would buy it. Now the trick is to convince motorists that a particular brand is different, and thereby secure their loyalty.

The switch away from price as the sole tool for marketing petrol started more than two years ago when crude oil prices peaked. Oil companies were then quick to capitalise on the consumer's dwindling pre-occupation with every last fraction of a penny on a gallon, and discovered that once again they could successfully be lured into a station by a good promotional offer.

The fight was on to come up with an offer that would establish a temporary loyalty among customers, who flocked to the stations offering the classics of those days: all petrol was the same and a site was a site. What we are aiming to do is to improve our product and regain the brand value of the 1960s," says Cohen.

There is no shortage of money to back such a revolution, at least among the biggest players. For the first time in years the majors are making good profits from their petrol. The first time in years the majors are making good profits from their petrol. The first time in years the majors are making good profits from their petrol.

"We are near the end of the promotion cycle," says Marcel Cohen, manager of planning and investment at Shell Oil UK. "They were a way of getting customers to realise that there were things other than price—but now we can replace them by the real thing."

"The real thing" appears to consist of establishing that there is something inherently different about what one company sells and how it sells it.

"The industry has reached the point that the grocery trade was at during the 1970s in terms of customer service," says David Kandal, managing director of BP Oil. As they continue to vie with each other for market share by offering a better service, the oil majors are now following the route blazed by the likes of J. Sainsbury and Marks and Spencer.

It seems the so-called retail revolution has reached the petrol pumps.

"We appreciate that in the past the customer was right in



Shell is concentrating on convenience for the consumer at its 'Travellers' Check' stations while Esso is alone in offering unleaded petrol across the country

A fanfare on the forecourt

Lucy Kellaway explains why the major oil companies are investing heavily in a bid to generate greater brand loyalty among Britain's motorists

looking for price, because in those days all petrol was the same and a site was a site. What we are aiming to do is to improve our product and regain the brand value of the 1960s," says Cohen.

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It seems the so-called retail revolution has reached the petrol pumps.

"We appreciate that in the past the customer was right in

their own blows for product quality. Mobil has recently launched a new diesel fuel which it claims prevents engines from seizing up in the cold, while Esso has taken the unleaded route, and is alone among the majors to offer unleaded petrol across the country.

The advent of unleaded petrol generally is likely to hasten the search for better products, posing a new challenge for the hundreds of product researchers employed by all of the big oil companies.

The second way in which the majors are trying to be special is through the filling stations themselves; over the last few years they have poured money into their layout, design and efficiency.

In part this has been a consequence of the trend towards fewer sites with higher turnover, which can support larger investments. While overall demand for petrol has remained roughly static, the number of stations in the UK has fallen from about 35,000 15 years ago to about 22,000 today and is expected to bottom out at about 15,000 in ten years' time.

Furthermore, new technology—in everything from the pumps and tanks to the sales equipment—and the need to bring increasingly popular diesel fuel to the front of the forecourt, have meant that the amounts spent are getting larger and larger.

Simultaneously the customer has been getting increasingly choosy, so that the life span for

a filling station before it becomes what Alan Britten, head of marketing at Mobil, calls "embarrassing," is getting shorter. Mobil estimates that a new site complete with smart shop and car wash will cost up to £250,000 and will probably only last for five years before a major facelift is needed to keep up with consumer tastes.

Above all, the need to give motorists what they want has become the stated obsession of oil marketers. All talk of the importance of fast service, clean shops, offering a wide range of goods, friendly staff. Most are trying to devise ways to make buying petrol into a more pleasant or at least a less aggravating experience. But while all stress the same or similar needs, each hopes that by doing it better than the others, it will be able to increase its share of the market.

In support of efforts to improve the filling stations, the majors are planning expensive advertising campaigns, where the onus is switched from the existing pattern of advertising a promotion, to trying to convince the consumer of the superior nature of the product and of the service offered.

Already this year Esso has increased its advertising budget by 60 per cent, to an undisclosed amount, which has included a growing chunk of advertising material which stresses the quality of the Esso stations.

While nearly all are working on their own forecourt of the

future, Shell's plans outstrip many of the others, at least in terms of cost. Since the beginning of this year it has been building new forecourts in East Anglia, under the code name "Nurkin." "Travellers' Check" to the public, each of which costs up to £500,000—between £100,000 and £200,000 more than a conventional modern filling station. Having already tested some 40 sites Shell has decided to adopt the new format throughout the country.

Cohen, the designer of Nurkin, talks of it with a kind of religious fervour. A team of 40 people has spent the past two years, he says, getting to grips with the problems associated with filling your car, and have come up with a solution which East Anglians are apparently pleased with. The forecourt is arranged on a "single starter gate" layout with pumps on either side, a fast lane that takes credit cards and cash, three or four ordinary lanes—and one lane with "assisted service"—all dished out at the same price.

Cohen says that he is trying to convert the consumer from his normal state of cynicism towards oil companies to regarding them more as kinder organisations which have the motorist's interests at heart. To this end a whole number of changes have been made to the shop as well as to the forecourt itself.

The aim of the shop is no longer to achieve maximum sales per square foot by selling

miscellaneous items with above average profit margins, but which are not connected to the needs of the motorist, he says. Instead, the shops are created to answer all the customer's needs, and thereby secure his custom as a buyer of petrol. For example, toilets—about which Cohen has particularly strong feelings—have been brought inside, and are large, warm and clean, with places where babies' nappies can be changed. In the middle of each shop is a high-tech "communications centre," with electronic screens dispensing free information about routes, and containing unattended telephones and post boxes.

The range of goods has been selected with emphasis on quality rather than on price. It seems that Shell is taking care of the motorist's stomach, providing hot and cold take-away snack food to supplement the usual Mars bars. In addition a whole series of other services is provided including cash machines and dry cleaning— which Shell hopes will save rushed motorists from making an inconvenient stop in the High Street.

The scheme appears to have been a success. While Shell will not say how much its volumes have gone up as a result of Nurkin, it claims that in the pre-Nurkin days its East Anglian customers were loyal in four out of 10 purchases, compared with more than seven out of 10 under the new régime, while it says one-third of its customers claim they will now fill up their cars nowhere else.

Although such claims have to be treated with caution, Shell would not be prepared to commit the extra millions of pounds to such a scheme if it did not believe it would work.

Whether the heavy investments being made by both Shell and its competitors will turn out to be well spent is another matter. However much the oil companies are enjoying what Upson describes as their revolution from being wholesalers to having "reinvented the basic techniques of marketing," their strategy is a risky one.

There is a danger in being a higher cost marketer if rival companies still view themselves as wholesalers, because if the main basis for competition reverts to price, then costs should be kept as low as possible.

According to Mobil only 16 per cent of the market is acutely price sensitive, and that percentage is falling. Shell feels confident that today's motorist is not about to revert to old habits. The customer, it says, wants quality—and a few pence off the price of a competitor's gallon will not be enough to leave the smart new stations standing empty.

How not to get the needle

Bernard Simon reports from Toronto on the marketing of artificial Christmas trees

"MY MOTHER thought it was strange," Andrew Rafelman says of the time he broke the news that her Jewish son was going into the business of selling artificial Christmas trees. But as Rafelman, marketing manager at Noma Inc, Canada's leading manufacturer of Christmas decorations, says: "I'm a business school graduate, and marketing is marketing."

Marketing artificial trees (or life-like trees, as Noma prefers to call them) has become a rewarding occupation in a country with enough natural forests to provide a fir, spruce or Scotch pine for every family on earth.

Increasingly aggressive merchandising has helped boost demand for the PVC article by almost 50 per cent since the early 1980s to an estimated \$30,000 a year, versus an estimated \$20,000 for the real thing. The artificial tree market in Canada is now worth about C\$24m a year.

Rafelman (who says that being Jewish in the Christmas trade is an advantage because "I don't have to go home and celebrate it after selling it all year") estimates that about 40 per cent of Canadian households will have hung their Christmas lights on plastic leaves this year.

Noma also ships trees to Britain, Australia and the Far East, and recent acquisitions have made it the second biggest Christmas decorations supplier in the US. The company hopes to penetrate other European markets next year when it starts producing soft-needle spruces and firs, the most popular varieties in countries like West Germany, the Netherlands and France. (At present, these types are imported to Canada from Taiwan and Hong Kong.)

Noma's television commercials try to turn the tables on the traditional Canadian ritual of an afternoon drive into the snow-covered countryside to cut and bring home the family Christmas tree. "Christmas should be a time for simple pleasures," the ads voiceover says as a man struggles in the snow to get a messy, freshly-cut tree into his car.

The ads steer clear of mentioning what Noma believes is one of the key reasons for

the swing towards artificial trees—a lesser fire hazard.

Many Canadian municipalities and shopping malls have banned natural trees from their premises in the wake of a number of well-publicised fires. Noma says that its trees are "flame retardant." On the other hand, the Canadian forestry service, which actively promotes the natural product, retorts that safety is a matter of "good, old-fashioned common-sense."

There is also plenty of positive merchandising for life-like trees. Noma employs 25 women to shape and decorate trees in the stores which stock them. Customer presentations for 1987 orders have already begun.

Artificial trees cost up to C\$300 apiece (the average purchase is around C\$100), compared with C\$25-40 for the real thing. For many buyers, however, the price difference is outweighed by other factors.

The artificial tree-owner avoids the disagreeable chores of getting the tree upright, watering it regularly, and moving it at the end of the festive season without leaving a bed of needles on the sitting-room carpet.

Manufacturers of life-like trees guarantee their products for up to 10 years. But their hopes of market growth depend heavily on customers buying more often to keep up with the Joneses. Rafelman says that "what we're trying to do is to get people to trade up—just like a car or a stereo."

Each year brings new improvements to artificial trees, making them look, feel and even smell more like the real thing.

With names like Black Forest, Rocky Mountain Spruce, Laurentian Fir and Douglas Fir, the company's products have become increasingly difficult to distinguish from those which grow within a few miles of its Toronto factory.

Rafelman asserts that "the stigma associated with artificial trees is declining." Nonetheless, Noma dedges its bets. Its decorations are designed for natural as well as artificial trees, and it has begun making the large plastic bags used to carry real fir, spruces and pines in and out of the house.

Company 'still miss delivery targets' By Nick Garnett

PERFORMANCE OF UK manufacturing companies in managing their money and managing their work through the year has shown no sign of improving in the past 10 years, according to a survey published yesterday by the British Institute of Management.

The survey is based on a questionnaire prepared by Cranfield School of Management and completed by managers from 100 manufacturing companies in the past 10 years, according to the survey. The findings show that only 10 per cent of managers say they believe in and follow the 'rule of thumb' that a company should aim to be profitable in every year.

While pointing to some changes, the study goes on to say that many companies are still following the same old course and blaming management and company performance, rather than market conditions, for their problems. The findings appear to be in line with those of a survey of British industry and the fact that UK manufacturing has become much more efficient in recent years.

The survey, mainly of manufacturing and electronic engineering firms as well as a smaller number of service firms such as chemicals and processing, was carried out by Cranfield using the Myers-Cranfield survey.

It compares this data with a survey carried out by Cranfield in 1975. The survey was based largely on the same companies, but 10 per cent of them are not now included in the survey because of their representative nature of the industry.

The authors underline the importance of the position. The survey was carried out in 1975. Our survey is based on the same companies, but 10 per cent of them are not now included in the survey because of their representative nature of the industry.

The latest survey shows that more than half the companies are now following the route blazed by the likes of J. Sainsbury and Marks and Spencer. It seems the so-called retail revolution has reached the petrol pumps.

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TECHNOLOGY

Far East leads in cashless shopping

DESPITE monumental efforts by Western banks to get retailers to accept cashless shopping networks, they have arrived first not in the US and Europe but in the jangling money centres of the East. It is in Hong Kong, Singapore and Thailand where electronic purchasing systems have become established on a large scale.

The past two years has seen the inauguration in Asia of some of the most up-to-date computer networks for moving money around the banking system, and Australia and New Zealand have also taken an early lead in the ushering in of electronic cash transfer systems in retail outlets.

So why have these countries succeeded where more established financial centres have failed?

The answer is two-fold. The main reason is that shoppers in the region have traditionally preferred to pay for goods by cash rather than credit cards. This means they have more readily accepted the immediate disappearance of their money with the purchase of goods. In addition, particularly in the case of Singapore, powerful government backing has also played a pivotal role in the new systems gaining widespread support among retailers.

For instance, in Singapore two powerful government banks formed the core of a five-bank

Stephanie Yanchinski, in Singapore, examines why countries in the region have been quicker than those in the West to implement electronic purchasing on a large scale

consortium which underwrote the country's cashless shopping network. "The government sees the reduction of cash transactions as a way to maximise retailing productivity," says Lim Bak Wee, general manager of Network for Electronic Transfers Singapore (NETS), which was set up by the banks to manage the system. "This has become an essential part of a national drive to improve the country's commercial competitiveness," he adds.

After hurdling technical hitches and indifferent marketing, the new companies set up to run electronic fund transfer at point of sale (EFTPOS) networks are reporting booming results. For instance, Singapore's NETS chalked up \$325m in cashless transactions in the first eight months of 1986 alone. Hong Kong Easy Pay System Co. registered a three-fold increase in business during the first half of this year.

Whereas credit cards evolved to handle major purchases, EFTPOS developed mainly for purchasing ordinary items such as daily food, petrol and phar-

maceuticals. At its heart is the ordinary electronically coded Automatic Teller Card issued by the customer's bank.

When a customer makes an EFTPOS purchase he first keys his personal identification number into a handset the size of a small calculator. He then waits for the EFTPOS computer to interrogate his account by sending electronic signals down a telephone line to the bank's computer. Once approved, the terminal issues a receipt. The entire transaction can take as little as 28 seconds.

Unlike transactions with credit cards the retailer's account is credited with the sale by the end of the day.

The benefits to shops and banks are clear, for paperless purchasing eliminates tedious clerical work and the hazards and expense of conveying cash from place to place.

For consumers, however, the advantage of carrying less cash is counterbalanced by the loss of up to two months free credit which can be obtained with credit cards. In Asia, there-

fore, electronic funds transfer has tended to work best in countries such as Hong Kong, Singapore and Australia which are not given over to large-scale credit card buying.

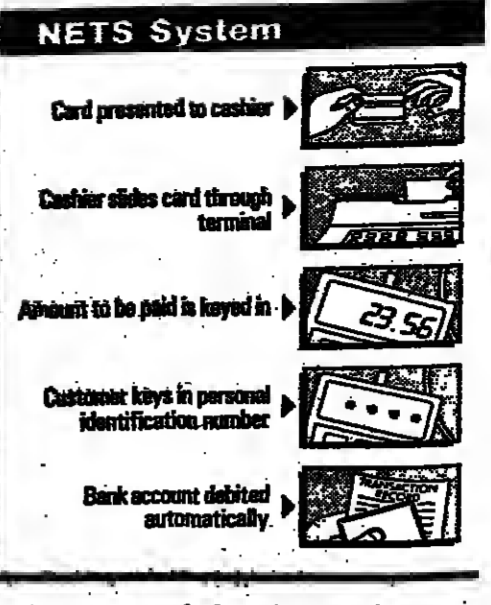
The EFTPOS side of the operation has not been so popular with customers in Thailand, however, where terminals will accept credit cards as well as ATM (automatic teller machine) cards. Dr C. Ghotivud, development manager of the Thai system, admits: "We're still debating whether installing the system was worth it or not."

Among the problems, he says, are the small number of terminals, about 200, and the fact that the big stores issue their own credit cards.

By comparison Westpac, just one of five Australian banks running electronic transfer systems, operates 1,500 EFTPOS terminals scattered across Australia. Hong Kong's Easy Pay system has 800 terminals and NETS in Singapore has 600, with another 400 on order.

John Friend, a chief systems manager with Westpac, says his bank's system will soon be integrated with the other four Australian banks, and even Australian building societies.

The systems spread in popularity has been helped, Friend thinks, by its unique technology, which takes into account the time difference between terminals in far flung corners of Australia.



The clearest success with an EFTPOS system, however, has been enjoyed by Singapore. This has resulted from aggressive marketing campaigns, secure financial backing and persistent efforts to improve the system's technology.

Singapore's five leading banks, the DBS, OUB, United Overseas Bank, the Overseas Chinese Banking Corporation, and the government-owned Post Office Savings Bank, formed a consortium which underwrote the initial investment, estimated to be at least \$50m, and set up NETS to commercialise the

idea. During the pilot phase, which lasted six months, NETS moved quickly to eliminate technical hitches. For instance, retailers complained that the original terminals took too long over each transaction. So NETS installed more up-to-date terminals which reduced transaction time from 42 seconds to 28. NETS has also introduced integrated terminals which combine electronic cash registers with electronic funds transfer. This shortens the overall transaction time still further.

Unlike Hong Kong, where some customer resistance was experienced during the system's first year of operation, Singapore mounted a comprehensive marketing campaign to sell NETS to retailers and the purchasing public. Advertising campaigns on bus, television, radio and in the newspapers, promotions with major chain stores, and five-day holidays attracted the attention of customers, while NETS pulled in the retailers with charge-free, one-year contracts.

Consequently, in Singapore cashless buying has moved into

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department stores, supermarkets, government departments, jewellery shops, electrical appliance stores, furniture shops, most self-service petrol stations and even the housing estates, where monthly rents can be paid by cash card. Average monthly transactions rose from \$1,600 a month in January 1985, when the system was officially launched, to 200,000 in September.

Nevertheless, even in Singapore this respectable number still means that only around 13 per cent of the total population are using cash cards regularly. Major retailers such as Metro Stores claim NETS accounts for no more than 2 to 3 per cent of sales.

Yeo Yam Ho, financial controller of the Metro clothes and household goods chain, voices a common observation when he says that "the older generation will continue to use cash. It is the young that are enthusiastic to move over to EFTPOS."

Embryonic ideas on how to engineer better milk yields from British cows

BRITAIN HAS a fighting chance of returning to the forefront in genetic quality of cattle. This is the belief of those backing an experiment to accelerate improvements in the genetic base of the British cow.

The quality of British cows currently lags some 20 per cent behind that of North American stock, which in consequence is in demand worldwide.

Dr Charles Smith, a senior geneticist with the Animal Breeding Research Organisation (ABRO) near Edinburgh, calculates that the new technique to be tested could, theoretically, improve the genetic base of cows—protein, fat, milk yield, etc.—by 1.75 per cent a year. This compares with a theoretical maximum of 1.5 per cent annually for the present practice of progeny testing and selection.

Actual rates of improvement over the past 20 years have been much lower, 0.75 per cent a year in North America and only 0.15 per cent a year in Britain, says Dr Smith.

The British genetic experiment, for which he and Prof. John King, former director of ABRO and now with the Edinburgh School of Agriculture, are scientific advisers, is called multiple ovulation embryo transfer (MOET). The two scientists have collaborated for nearly 30 years. Their latest experiment is being mounted by a small biotechnology company, Premier Breeders, founded originally by a group of stock breeders to exploit the potential of frozen semen.

Since 1979 Premier Breeders has also specialised in embryo transfer, a technique pioneered in Britain, but which in the 1970s was having troubles, not least because it involved surgery.

Normally a cow produces only one calf a year. Embryo transfer, in essence, is the idea of fusing eggs artificially, in batches, from the natural reservoir of a carefully chosen donor cow, and reimplanting them in another cow. The number released can be

increased by hormonal stimulants—superovulation.

An extra twist can be added by micro-surgery on the egg itself, which can be split in two, to double the number available.

Dr Will Christie, a veterinary surgeon recruited by Premier in 1979 from the Cambridge laboratories of the Agricultural and Food Research Council, has perfected embryo transfer to the point where he expects an average of six eggs per flush, and his hand-picked cows yield about 38 eggs apiece per year.

Premier's Vallum Farm, near Newcastle upon Tyne, has been designed round a suite of laboratories to facilitate embryo transfer. Dr Christie, technical director of Premier, has already collected about 15,000 eggs, about 180 microns across, barely visible to the naked eye. His team has transferred about 70 per cent of them.

The company claims a success rate for transfers of 80 per cent using frozen embryos, and 68 per cent with fresh—same-day—eggs. Dr Christie has simplified

the operation so that surgery is no longer necessary. He has done over 120 non-surgical implants in the last 18 months.

Premier is making its embryo transfer technology available to breeders by three routes. They can send cows to Vallum Farm, or invite Dr Christie's vets to come to their own farms. The third way is

through a nationwide chain of satellite locations being organised in collaboration with Becton, the UK chemicals group. These satellite centres will also be central to the MOET experiment.

MOET was originally conceived by an Australian scientist, Frank Nicholas, at Sydney University, as a way of accelerating genetic improve-

ments in cattle. His ideas were picked up and refined by Charles Smith and John King at ABRO. In a joint paper in 1983 Nicholas and Smith outlined a scheme they believed would sustain a rate of genetic improvement some 30 per cent above that possible by a conventional national progeny testing programme.

Fundamental to its success are the two techniques in which Premier has specialised: artificial insemination and embryo transfer.

Financial support for MOET has come from Agricultural Technology, a venture capital company specialising in biotechnology, which now owns 51 per cent of Premier. British Technology Group, the UK's state-backed technology transfer agency, owns another 9 per cent.

Premier's objective, says David Storey, managing director, is to create a nucleus herd of 350 donor cows, using stock selected internationally and bred by embryo transfer

Instead of progeny testing to select stock for breeding, MOET will use sibling testing of young stock generated within the scheme itself. By using sibling testing of progeny criteria, the generation interval can be halved, Storey believes.

MOET will begin with frozen embryos imported from North America. The first time such embryos have been used in Britain. It will also use an efficiency index which clearly ranks the nucleus herd members for both financial and production efficiency. And it will use the first time progeny testing of females.

Dr Smith says one reason why he, as a scientist, is happy with Premier handling the MOET experiment is that "they know their cattle business," unlike many enthusiastic academics. The nucleus herd of "high-potential" cows has to be carefully selected according to a novel ew genetic index as well as the familiar milk production index.

"In effect, they will be cows with an enhanced drive to eat," says Dr Smith.

If the experiment succeeds fully, his calculations suggest that it will cut the generation interval from 6.5 years for the present progeny testing approach—used for example by British Milk Marketing Board—to 4.5 years.

MOET itself is a research project but its scientists believe that it needs research support to improve its own techniques. Dr Christie is looking for further research at ABRO, for example, into superovulation and new DNA-based ways of speeding milk production.

He is also convinced that both embryo transfer and the freezing of embryos has ample scope for improvement. To keep MOET moving smoothly, Premier Breeders has asked the Biotechnology Unit of the UK's Department of Trade and Industry to share the cost of supporting research estimated at an extra £1m.



Buggy ride up a waste pipe

by Geoffrey Charlish

FRENCH COMPANY Hytec (an abbreviation of Hydro Technology) has built a robot "buggy" that can be sent, for example, into the sewer end of a waste pipe of a power station and will work its way for nearly a mile along the pipe, checking for corrosion or damage.

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FINANCIAL TIMES SURVEY

Thursday December 11 1986

Grenada

A relatively high living standard is underpinned by US assistance, which is about to decline. The coalition is trying to secure the future; but uncertainty looms.

Looking beyond the aid

By Stephanie Gray

IN A small bare courtroom in Richmond, the most imposing building on the St George's landscape, 13 men and one woman were last week found guilty of committing one of the most dramatic murders in modern Caribbean history. All are former members of military associates of Mr Maurice Bishop's People's Revolutionary Government. They were found guilty of murdering their leader, four of his cabinet members and others, in November 1983.

The murders, and the chaos that succeeded them, precipitated the US invasion of the tiny Windward island. The country's preoccupation with the outcome of the eight-month trial is just one illustration of how close the past still is to Grenada's 83,000 population.

Since the invasion, or "rescue mission," as it is described by most islanders who had spent a terrifying week under a 24-hour curfew, 85 per cent of finance to the conservative government of Mr Herbert Blaize has come from Washington.

Having completed the largely Cuban-built international airport at Point Salines — one of the pretexts for the intervention — and rehabilitated much of the country's neglected infrastructure, US aid is set to decline dramatically in the next few years, however.

It is a prospect that fills many with dread, and one that they are reluctant to accept.

After more than a decade of rule by the eccentric and dictatorial Sir Eric Gairy and the Marxist-revolutionary Mr

unabashed, however. Having lost the battle for extra budgetary support from the US early this year, Government officials say they will continue to press for additional assistance to the EC\$10.8m (US\$4.02m) pledged "to protect the Government's credibility."

Like both the Gairy and Bishop regimes, however, the Government has attracted a good flow of aid from other sources, notably Britain, Canada and France; and it is seeking a structural adjustment facility (on the urging of the US) with the International Monetary Fund.

The US influence has not gone without its reward for Washington. Mr Blaize introduced a budget in February that President Reagan would have been proud of. The key items were the removal of most taxes, including income, export, company, consumption and hotel-occupancy taxes, and their replacement by a blanket 30 per cent value added tax on locally-generated goods and services.

The manner in which the legislation has been introduced has caused a great deal of confusion and lost the state a considerable sum in revenue. But it has led to an encouraging upturn in local investment by companies that have decided to expand their operations rather than hand over their savings to the shareholders.

Expatriate Grenadians — there are 500,000 of them — have started to put their money into housing and small tourism ventures.

Foreign investment has been slow to materialise, but may

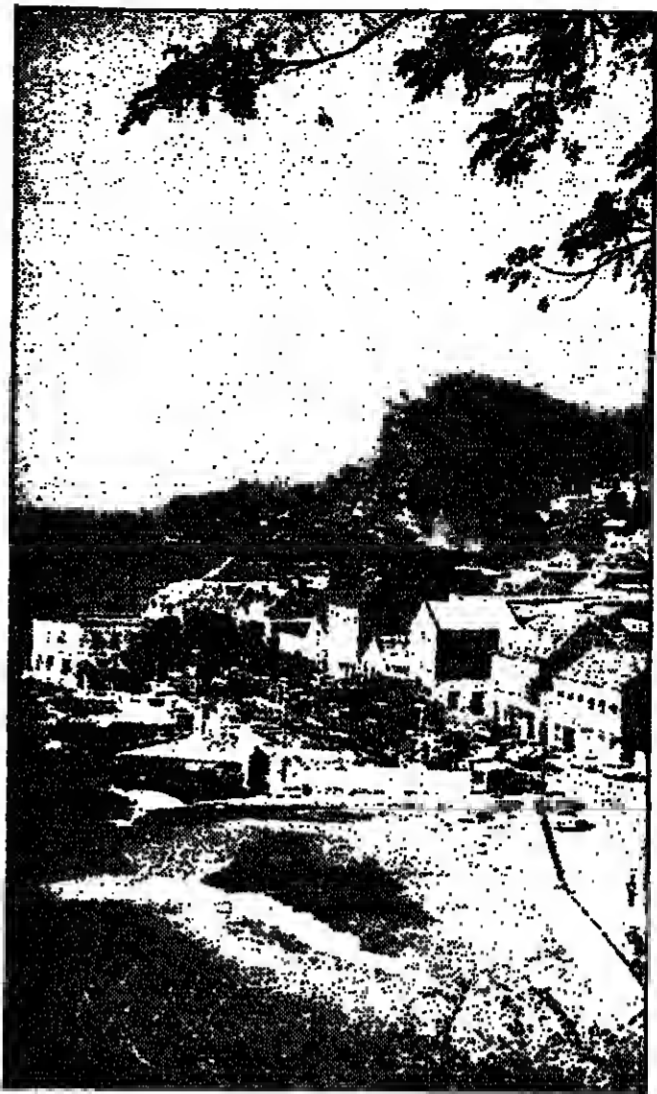
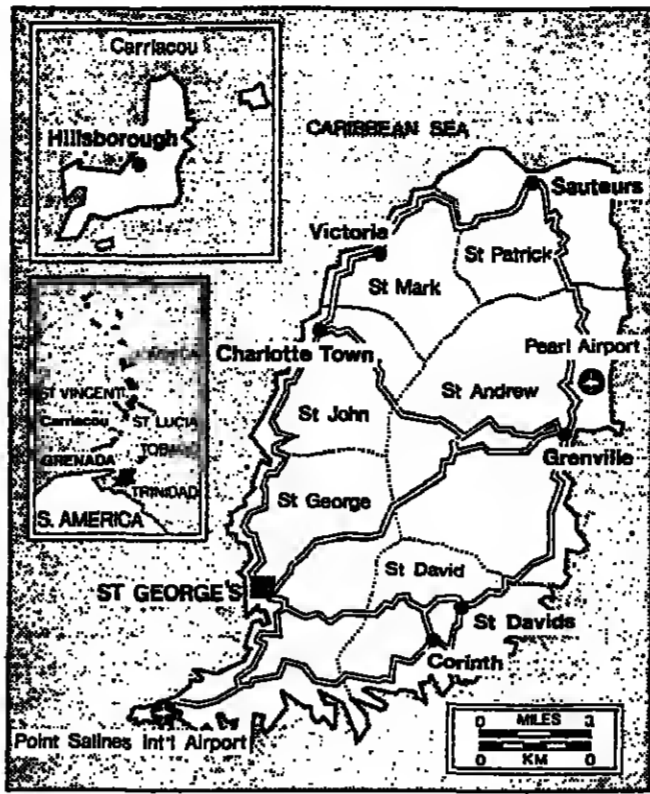
pick up by the middle of next year when communications, along with water and electricity supplies, are expected to have improved considerably.

"There is still a lot of caution," commented the banker "It is too optimistic to expect investment so few years after such a big upheaval."

Despite all the commotion over the prospects for tourism and for manufacturing industries being enticed to Grenada, the economy remains primarily agricultural. Nutmeg and cocoa, and bananas are the main crops, accounting for 25 per cent of gross domestic product and 40 per cent of export earnings.

It is at agriculture that the Government's first efforts at privatisation are being aimed. Between 3,000 and 3,500 acres of land — much of it confiscated under Gairy and Bishop — is being handed over to agricultural workers and small farmers in five-to-10 acre lots.

Farmers, demoralised under the previous two regimes, are receiving realistic producer prices; and low-cost, long-term loans are about to be offered, along with a great deal of expertise in the form of extension services.



18th century houses on the western front of the capital city and principal port, St George's

Mr Blaize, though he is only 69, is in very poor health and spends a good deal of time out of the country receiving treatment in the US.

The two heirs apparent are Mr George Brizan, the Minister for Agriculture and Tourism and briefly a member of the People's Revolutionary Government; and Mr Francis Alexis, the Labour Minister. Having indulged in some public squabbling, they have recently resolved their differences — for the time being, at least — in an apparent effort to unseat the Prime Minister.

The dissension led one prominent businessman last month to warn the Government about the consequences of a return to political instability. Another lamented that the Government "continues to play politics rather than settle down to the hard chore of running an economy." He also railed against the NNP's over-reliance on aid, and recommended the adoption of some hard political decisions in this month's budget for 1987.

As the extraordinary levels of American aid drop away, the coalition's economic difficulties will begin to multiply. The island may well enter a new period of political turbulence.

The economy Taxation disorder causes shortfall

ONE of the hottest subjects of debate in St George's lately has been the question of how the Government intends to plug a shortfall in 1986 budget revenues, officially put at EC\$18m (US\$6.7m) in February but by now possibly as high as EC\$36m.

The larger figure is expected, given the loss of revenue as a result of the confused introduction early this year of a major tax reform and failure to implement fully an internal reorganisation plan, savings from which were included in the February budget.

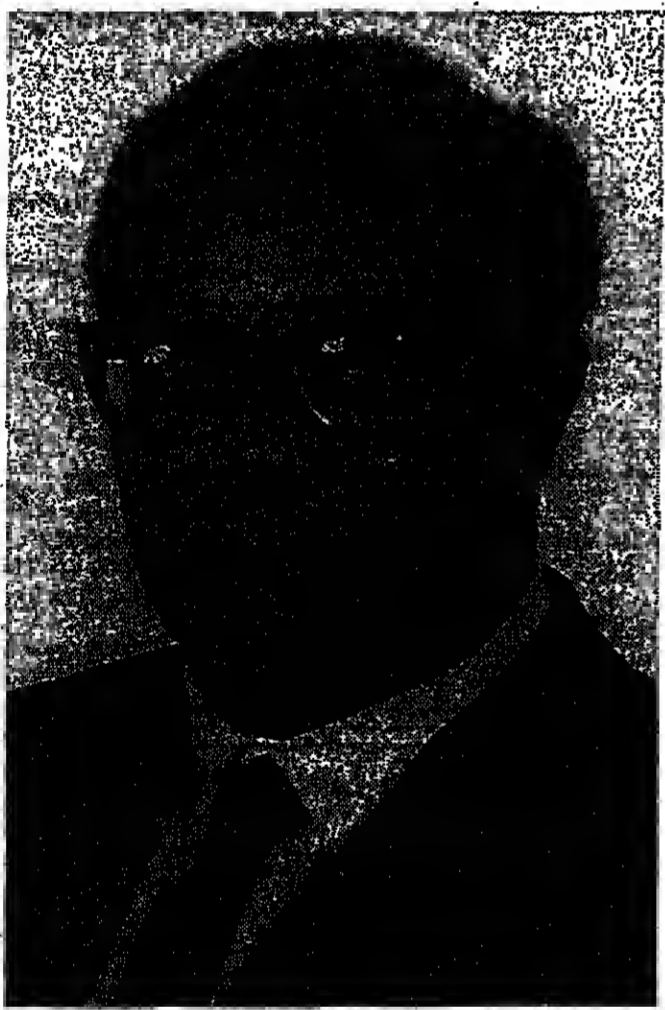
Of the expected government revenue of EC\$108m this year, only EC\$90m has materialised, and an expected EC\$36m gap is all the more serious given the state's dominant role in the economy — an inheritance from the years of rule under both Sir Eric Gairy and the revolutionary Mr Maurice Bishop.

Grenada's balance of payments continues also to be characterised by a persistent deficit in the current account — 30 per cent of GDP in 1985 — and is being sustained by relatively high levels of official grants.

At the end of last year, the island's external debt stood at US\$47.5m, equivalent to 92 per cent of exports. Debt service obligations were 20 per cent of exports and arrears in external payments stood at US\$3m. With the obligations amounting to more than a quarter of revenues, the Government is cautious in contracting additional external debt but keen to maintain the high levels of foreign aid that have been flowing in since the US intervention in 1983.

CONTINUED ON PAGE 2

ADVERTISEMENT



The Right Honourable Herbert Blaize

In this interview the Rt. Hon. Herbert Blaize, Prime Minister of the Caribbean State of Grenada, Carriacou and Petit Martinique, discusses the climate for investment and the prospect for economic development in his country.

Q Mr Prime Minister, Grenada went through traumatic political and ideological experiences between 1979 and 1983. How politically stable is your country today?

A I believe that political stability cannot be expressed in isolation. I think that it must be a reflection of the total perception of the people, socially, economically and otherwise. In Grenada today, you would find all over the countryside a building boom, where people are putting up hotels, residences and shopping centres. In my view, this is the most striking evidence of political stability, for it is a fact that people do not build in a country unless they have confidence in its stability.

Q There have been reports of division within the ranks of the New National Party of which you are the leader. How serious is this division and what effect is it likely to have on political stability?

A All reports of division, as far as I know, come from fringe newspapers which are not supportive of the Government. They pick on every hint of difference to prove that the three parties, which came together only three years ago, are not yet a single coherent whole. It is not difficult to take a spark and make it seem like a flame. For, indeed, the mere fact that the three parties got together to form one party and almost immediately is given a mandate to govern the country must naturally have growing pains. Growing pains are part of development and so far the people of the country seem to accept it as such for they are proceeding apace with the private sector of the country.

Q What is your Government doing to stimulate the investment climate?

A The Government has moved on two broad fronts, namely fiscal reform and privatisation. In this connection the tax structure has been revised to make it less burdensome. Personal income tax has been removed. There is no export duty on agricultural products. Price controls have been dismantled and foreign exchange tax has been reduced. So far all the hotels which were in Government control have been sold or leased. The many farms under state control are being privatised into small, five-acre model farms. The statutory bodies co-ordinating export products of nutmegs, cocoa and bananas have all been returned to the control of the farmers themselves. Industries like the Grenada Dairies have been sold to the private sector while the two national banks are to be privatised by the sale of shares to the public.

Q What are the incentives to attract investors having regard to the fact that Grenada has to compete for foreign investment with such Far East countries as Taiwan, South Korea and Singapore?

A The Government has instituted certain measures including the waiver of duties and taxes on raw materials and equipment for approved enterprises. Tax holidays of up to 15 years could be applied and there is guaranteed repatriation of profits and dividends. In addition to this, there is an agreement between Grenada and the United Kingdom and the U.S.A. for the protection of foreign investments against arbitrary acquisition.

Q Has there been any significant inflow of foreign investments since Grenada returned to Parliamentary democracy in 1984?

A In order to service the needs and inquiries of foreign investors, an Industrial Development Corporation was established in February 1985. By the middle of 1986 they had processed 147 applications for investment. Cabinet has already approved 86 of these representing projects in manufacturing, hotels, restaurants, etc. Foreign investment accounts for just over one-third of these projects.

Q What arrangements exist for the repatriation of capital?

A The arrangement now approved by the Government is that, in addition to what has been said about repatriation of dividends and profits, all monies brought into the country would be eligible for repatriation.

Q Can we now turn to the matter of the local labour force? How large, skilful and trainable is your country's labour force?

A The labour force is estimated at 45,000 out of a population of approximately 100,000. Over the past two years the Government, with the assistance of friendly countries and international organisations, has carried out and is continuing a wide range of training programmes to upgrade existing skills and teach new skills which the country needs for development. Grenada has a 97 per cent literacy rate and foreign investors, who are now in the country, have reported that Grenadians are easily trainable.

Q What is your Government's policy regarding the issuing of work permits?

A The hiring of expatriates is allowed only if the required skills cannot be obtained in the local labour market.

Q How stable is the industrial relations climate in Grenada?

A As good as in most countries.

Q Apart from the programme of attracting foreign investment, what are the other pillars for the economic development of your country?

A The three broad areas of economic development are: in the field of agricultural diversification to lessen dependence on the three main export crops of cocoa, nutmeg and bananas; tourism — which is picking up nicely again; and manufacturing in light industries for export.

Q Mr Prime Minister, is there anything you would like to add?

A All I wish to say is what Phillip told Nathaniel when he became a disciple of the Lord Jesus—Come and See.

GRENADA 3

Politics

Discord threatens the coalition

THERE ARE today only a few visible scars of Grenada's recent political turmoil—a small aircraft with Soviet markings, the gutted remains of what was the prime minister's office, a protracted trial of members of the former government and army officers, most of whom were found guilty last week of murdering former prime minister Maurice Bishop.

Mr Blaize, who was himself a member of parliament for the opposition People's Alliance led by Mr Bishop, disagrees with some aspects of the interpretation of Grenada's recent history. "There was no invasion by the US," he contends testily. "It was a rescue mission. We called for help and help came. The country was under house arrest, under curfew."



Fedora in a storm

Mr Herbert Blaize BY ANY standard, Mr Herbert Blaize, Grenada's Prime Minister, is conservative—arch-conservative say some detractors, including dissenters within his New National Party.

Mr Blaize was a member of the Opposition. But with the overthrow of Sir Eric in 1979, the constitution was suspended by Mr Bishop's Peoples Revolutionary Government, as was the Opposition.

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The discord which threatens the ruling party is rooted in the manner of its formation. On the eve of the December, 1984 election, Washington and Grenada's neighbours were concerned at the likely re-election of Sir Eric, whose autocratic disposition was regarded as the basis for Mr Bishop's popular support in the 1979 coup.

Canute James

Mr Kendrick Radix WHEN HE returned home 18 years ago, after completing legal studies at university college, Dublin, Mr Bernard Kendrick Radix threw himself into Grenadian politics—particularly into efforts to oppose the spreading autocracy of Sir Eric Gairy, then the chief minister.

Canute James

Mr Radix sided openly with the more moderate pro-Bishop faction when the Marxist element of the People's Revolutionary Government took control of the country just before the United States invasion in October, 1983. That he should have stood beside Mr Bishop was not surprising.



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GRENADA 4

The magnetism is undiminished

PROFILE: Sir Eric Gairy

IN THE years that Sir Eric Gairy, Grenada's eccentric former prime minister, was in exile in the US, he conducted courses in "personal magnetism."

It is a quality that he still exerts from his big pink colonial house, in its prominent position just down the road from the Governor General's residence, overlooking St George's Harbour.

Peasant farmers walk long distances to see him there. His weekly newspaper, the Grenadian Guardian, is compiled in a backroom there; and his burly bodyguard vets all comers at the big stiff iron gate to the garden there.

Sir Eric, the *bete noire* of the Caribbean in the 1970s, is rarely seen on the streets of the capital, but nobody doubts the effect of his "personal magnetism," even now.

In the general election that followed the November 1983 invasion by US troops—precipitated by the murder of Mr Maurice Bishop, the man who overthrew Sir Eric in 1979—his party, the Grenada United Labour Party (GULP), took 37 per cent of the vote.

If the three parties that now make up Mr Herbert Blaise's

New National Party Government had fought the election separately, Sir Eric's party would have won.

It was a prospect that was altogether too clear to both the Americans and to Grenada's neighbours, and it was the precise reason why they urged the three other parties to merge.

It is difficult to imagine how Sir Eric, now 64, a self-educated man from a poor rural background, maintains any popularity at all, given what amounted to a corrupt and often brutal dictatorship that developed after he took Grenada through independence in 1974. He confiscated large tracts of land and ran a gang of thugs—the "Mongoose gang"—who regularly thrashed his opponents.

Accused of "squander-mania" under the colonial administration, a commission of inquiry found Sir Eric guilty of spending official funds on, among other things, furnishings for his home, a baby-grand piano and radiogram. He turned the issue to his advantage, representing the commission as a collection of men who did not want blacks to have radiograms, pianos or decent housing. Humble Grenadians loved him for it.

They loved his glamour and his womanising cockiness, and

felt that he had put Grenada on the international stage with his annual Easter yacht regatta and his appearance on the judges' panel of the Miss World contest.

Governments represented at the United Nations, however, felt rather differently about him. He was friends with Haiti, South Korea and Chile who helped him equip his own private army, the Grenada Defence force, or "Green besas."

By the mid-to-late 1970s, his financial irresponsibility had become more apparent; and his advocacy at the UN of a special committee to investigate unidentified flying objects seriously tested his credibility.

Sir Eric feels that his interest in UFOs was blown out of proportion. "I spoke about UFOs three times at the UN, and I talked about God seven times. No one says anything about that."

He denies the jubilation that greeted his overthrow by the Marxist Maurice Bishop, claiming that pictures of cheerful people in the streets of St George's were all "fixed."

While clearly untrue, the memories of many Grenadians have been dimmed by the years of ever more extreme government by Mr Bishop, and it would be a fool who dismissed the man's chances of ever lead-



Sir Eric delivering his "UFO" speech to the UN General Assembly in 1977

ing his country again—even if that time is a good way off yet. He has already started campaigning for the next election—not due until 1989—under the slogan: "We've tried the rest and returned to the best."

Stephanie Gray

The nutmeg

Cartel helps to boost revenues

NUTMEG IN Grenada is known as "the pension tree." Once it reaches maturity, there is not an awful lot the farmer needs to do except harvest the crop.

Nevertheless, production has suffered the same neglect as the other two traditional crops, cocoa and bananas, over the past 10 years.

Lack of confidence among farmers under the governments of Gairy and Bishop was one of the factors which contributed to the decline. The appreciation of the Eastern Caribbean dollar (linked to the US dollar) was another contributor, as was poor marketing, as Grenada competed with Indonesia, the world's largest supplier.

A contract negotiated by the revolutionary government of Mr Maurice Bishop to sell 500 tonnes of nutmeg to the Soviet Union over five years was superseded by US intervention on the island in 1983 after only one shipment.

It is said that President Reagan, inquiring what the small nuts were lying on his desk, was told that they were "what we were fighting for in Grenada." Nutmeg is the country's highest single foreign exchange contributor, bringing in 30 per cent of export earnings.

Sales of nutmeg and mace, the more highly prized joint product, fell from EC\$16.1m in 1978 to EC\$8.4m in 1984. Exports rebounded quickly, however, rising from EC\$12.4m last year to EC\$20.7m in 1986.

Producer prices for nutmeg have risen from about 30 cents a pound in the early 1980s to EC\$1 a pound this year. Prices for whole mace, where the market has remained firm, have risen from EC\$2 a pound last year to EC\$3.52 this year. Mr George Brizan, the Agriculture Minister, was recently able to announce a EC\$5m Christmas bonus for nutmeg farmers.

Last year's recovery meant that inventories in Indonesia, which provides 75 per cent of the world's production, and Grenada (providing the remainder) have been liquidated.

A poor harvest in Indonesia this year has further raised prices, and an agreement—basically a cartel—between the two countries has also boosted short-term performance.

Each side has agreed that its highest grade nutmeg will not be sold for less than \$6,000 a tonne. The price for high-grade whole mace has been set at \$13,500 for Indonesia and \$11,500 for Grenada.

Mr Brizan puts the surge in the world market down to the use of nutmeg and mace as a substitute for salt in an age of healthier foods.

While the harvesting of nutmeg is fairly straightforward—the farmer merely waits for the fruit to fall from the trees—

there have been major losses of mace, the red lacy substance that surrounds the nut. More frequent gathering is being advised to save the substance before it disintegrates. With vastly improved prices, this should stimulate production.

A further incentive has been the removal this year of an 18 per cent export tax on both commodities.

The Government in an effort to add value to their produce, plans to establish a nutmeg oil distillation plant in conjunction with the Belgian company, Sotचना, which distils 22,400 lb of oil for production of pharmaceuticals, beverages, livestock feed and preservatives.

It is also embarking on a project expected to use 20m lb of nutmeg pods in the manufacture of jams and jellies at a plant near Grenville on the island's east coast.

Stephanie Gray

Tourism

Airport shows up hotel paucity

FOR A country desperate to improve its weak economy, Grenada's new international airport is a godsend for the tourist industry. Governments, past and present, have argued passionately about the need for an airport to exploit potential.

Ironically, the airport could present tourist administrators with an embarrassing problem when two jumbo jets land with occupants who want to stay somewhere overnight.

"We would have some difficulty in putting all of them up," said Mr George Brizan, the Minister of Tourism. Grenada has less than 700 hotel rooms, and consequently has encountered problems in convincing international airlines that it is worth operating scheduled services.

"Our major need is for increased air services to Grenada," explained Mr Brizan. "The second priority is to expand hotel capacity, but clearly the two go hand-in-hand."

Mr Andre Cherman, president of the Grenada Hotel and Tourism Association, says the lack of adequate air services was both "disappointing and frustrating" and did nothing in terms of building confidence in Grenada as a destination.

"We urge that government, as a matter of priority, look at ways of encouraging additional air services to Grenada to solve this serious problem. We cannot build a tourism industry with undependable airline services," he said.

But the Government and hoteliers are determined to give the industry what it needs. New Grenada Airways and BWIA of Trinidad operate scheduled international services, while Dr John Watts, chairman of the tourist board, says British Airways will operate a scheduled service to Grenada from London starting early next year.

The first step in expanding the island's limited hotel capacity was made earlier this year with the reopening of one of the larger properties leased by the Ramada chain of the US.

With the addition of the 196 rooms, the island's capacity jumped by 49 per cent.

"New local investors and existing hotels added 80 rooms last year," Mr Cherman reported, "and a further 186 rooms are under construction." Mr Brizan explained that the



Saturday market in St George's

local hoteliers had been leading the way in expanding room capacity while prospective foreign investors hesitated.

"While the local hoteliers have been doing most work, the Government has been providing a range of incentives and making land available for development."

Despite the problems the industry faces, there is evidence that it is grabbing the opportunity to rebuild a sector of the economy which was depressed by the recent political turmoil. The volume of stayover visitors last year reached 52,000 against 39,400 in 1984.

"In the first nine months of this year there were 43,995 stayover visitors compared with 35,516 for the corresponding period of 1985," Mr Cherman said. The Government is projecting average annual growth in arrivals of 16 per cent for the next four years, and has set a target of a minimum 75,000 stayover visitors per year by 1990.

The island is also recording growth in cruise ship arrivals with 174 ship calls last year,

more than twice that of 1984. It is aiming for 250 calls per year by 1990. Between January and September this year 154 ships called, 14 per cent more than the corresponding period of last year. Cruise passenger volume grew to 77,630 in the first nine months of the year.

Growth in volume of arrivals is reflected in increased earnings which last year rose to EC\$85m (US\$24m) from EC\$48m. Estimated earnings between January and September this year were EC\$55m.

But these figures mask serious problems for the industry. The average room occupancy rate last year was 41 per cent. "This is a very low rate and it cannot provide the basis for a viable industry," said Mr Eamon Keane, advisor to the Caribbean Tourism Research and Development Centre.

"Thirty-two per cent of the visitors are from neighbouring Trinidad and Tobago, and 65 per cent of Grenada's tourists last year stayed in non-hotel accommodation."

Despite this, Mr Keane,

believes Grenada has significant potential for developing its tourist industry once it can deal with the problems of air services and hotel capacity.

"We now have political stability and the airport has been completed," the tourist board chairman said. "But we cannot attract the large hotelier unless we have the air services. And we also need more money for a more aggressive marketing programme in the US, Canada and Europe."

Despite the drive to increase volumes, however, the Grenadian industry is concentrating up-market in its new hotels. The Government is wary of over-commercialising the industry, and skyscraper properties will not be allowed and none will have more than 250 rooms.

"We are seeking careful, controlled development and we are not going in for the mass market," Dr Watts explained. "But we have just started to scratch the surface. We have 47 ideal beaches and only one has been developed."

Canute James

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SOUTH AMERICA

Investment in Brazil slows down as price controls begin to bite

BY ANN CHARTERS IN SAO PAULO

A RECENT flurry in Brazil over higher than usual repatriation of capital and dividends by foreign companies has caused the government to launch an investigation into the flight of capital and the Brazilian press to cry "foul."

Exporters appreciate value of a rising yen

BY YOKO SHIBATA IN TOKYO

JAPANESE electric appliance makers are disposing of loss-making overseas subsidiaries in rapid succession, in sharp contrast to other export-led manufacturers which are setting up overseas units to avoid the same appreciation of the yen.

Northwestern University 1987 Management Development Programs Kellogg Graduate School of Management Evanston, Illinois

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department stores, jewellery, electrical appliances, furniture shops, motor cars, housewives' estates, monthly rents can be paid, average house price rose from 400,000 in January 1986 to 450,000 in September.

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Kellogg For further information on these and other Kellogg executive programs, contact: Executive Programs Northwestern University Kellogg Graduate School of Management James L. Allen Center Evanston, Illinois 60201 USA (312) 864-9270 Telex 821564

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ZAMANA GALLERY, 1, Cromwell Gardens, SW7, 01-894 6612, STAMFORD - Professional Journeys through Turkish Architecture. Int'l. Jan. Tues-Sat, 10.30-30. Sat, 12.0-3.0.



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- ◆ Earnings per share: 12.2p - up from 7.3p
- ◆ Interim dividend: 4.0p - up from 3.75p

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WINE

Nicholas Faith explains why Europeans are attracted to US vineyard ventures

More foreigners join California wine rush

MIGUEL TORRES, the Spanish wine maker, has just joined the dozens of other non-Americans who are now making wines of every description all over the US. Torres is joining the mainstream—in the Napa and other valleys north of San Francisco—which already produce America's most expensive wines.

Foreigners are by no means a novel phenomenon in the narrow world of American wine-making. It was a Hungarian, Count Agostino Haraszthy, who introduced the first grapes capable of making fine wines in California in the early 1860s. His winery, at Buena Vista in Carneros County, just north of San Francisco Bay, has recently been restored by new owners—the German family firm of Moller-Racke. The pioneer of the recent flood was Robert-Jean de Vogue of Moët Hennessey who built Domaio-

always a major brand in the US, set up shop in the nearby Sonoma Valley. Roederer is moving further north to the Anderson Valley. Henry Bugatto, who is setting up Roederer's winery, expresses a common philosophy when he says: "We could go into the sparkling wine business in France, but we prefer to try to produce the top sparkling wine in California."

Anderson Valley is a relatively new wine-growing area, and the willingness to move outside established wine areas has proved a major weapon. The moves were not necessarily dramatic. Moët was one of the first to move a few miles south to Carneros, and was followed by Moller-Racke. Many others have moved further away, south of San Francisco. Dent & Geldermann, a smaller concern than Roederer, albeit one with an equally impeccable reputation for quality, is spending \$8m on 870 acres near San Luis Obispo, south of San Francisco. The much bigger Taittinger business is being relatively cautious. It is going into partnership with a rich American who owns several hundred acres in the Carneros.

Investment in land seen as the best way to find security

Chandoo to make sparkling wine 13 years ago.

More than 40 other foreigners—individuals, families, companies, big and small—have now followed suit, forming one of the most startling but least-known international business phenomena of the 1980s. A year ago *The Wine Spectator*, an American specialist review, reckoned that foreigners had invested more than \$500m in California alone—a figure which excludes some recent ventures. In addition there are numerous foreigners established elsewhere, from Virginia to New Mexico and from Oregon to Texas. In some they range from huge investments by foreign multinationals like Nestlé, Whitbread and Suntory, to modest initiatives launched by individuals and partnerships between leading European and American winemakers.

Mr de Vogue, like other champagne makers, was anxious to escape from the limits imposed on the small area of French soil where champagne grapes could be grown. The \$39m Moët invested has proved a bargain—sales, which started at 20,000 cases in 1977 are now well over the 300,000 case mark.

Moët's example has been followed by many other champagne makers. Piper Heidsieck

of run-of-the-mill agricultural land.

To the Europeans the whole of the US formed one large Holy Land. Two Swiss investors, Vito Liso and Vincent Vuigner, have spent \$9m in the past four years on a winery in New Mexico, where the land costs under \$3,000 an acre, a tenth the price of land in the Napa. But even the Napa compares favourably with Europe. Donald Hess, a Swiss entrepreneur who has spent nearly \$5m on land and equipment there, says: "It may take 18 or 20 years to earn some money, but if nothing else the property will appreciate. We're in this business for the long haul."

Although none of the French investors will admit it, the movement west sharply accelerated after 1981 with the arrival in power of President Mitterrand at the head of the

asset. We couldn't do without them."

The end of the wine boom in the US provided an opportunity for the foreigners to pick up some big brand names. Seagram is the most obvious example (although it is so thoroughly naturalised that no one thinks of it as a foreign group). It has long been established in California, making the Paul Masson wines popular in Britain.

Nose of Seagram's wine businesses in the US has been especially profitable, but this has not deterred the company. Last year it bought the wine interests of Coca-Cola, one of the many US companies, including Pillsbury and Beatrice Foods, which have abandoned the business. Seagram has also started to improve the quality of the grapes it grows by buying up Winery Lake, a pioneering estate in Carneros.

Similarly, Nestlé has spent \$10m in upgrading the Beringer winery it bought in 1972. "In my opinion," says Michael Moon, who manages Beringer, "Europeans are much more patient with their wine investments here than Americans are. Nestlé is not in the wine business to make a lot of money in five years."

Suntory followed suit. After buying the Chateau St Jean winery in 1984 for \$40m it immediately spent a further \$4m in capital improvements.

Foreigners seized the point that in the long term, only quality wines could be profitable. This is perhaps most noticeable with Moller-Racke. In Carneros it is producing fine wines. At some of its vineyards, founded no less superior products, brandy rather than cognac, cheap Yugoslav plonk rather than claret.

The slump has not deterred newcomers. Earlier this year Whitbread formed a consortium with Bollinger and the Marchese Antinori to make wines which will be sold by Julius Wile, a fine wine company bought by Whitbread three years ago. And before it was swallowed by Guinness, Distillers paid \$7m for the Coombs winery in the fashionable Livermore Valley east of San Jose.

However cheaply the grapes are grown, there still has to be a market for them. And the other half of the foreign equation is an ability to find a profitable niche in the market. Again Moët set the pattern, with Domäne Chandon priced midway between imported

French champagne and the local fizz.

The characteristic pattern, however, is the partnership between foreigners and Americans. In the early 1970s Suntory, the Japanese distilling group, helped the Firestone family finance a major vineyard in the Santa Ynez valley, halfway between San Francisco and Los Angeles. Sometimes the foreigners bring in prestige rather than expertise. One of the most successful partnerships has been between Baron Philippe de Rothschild and Robert Mondavi.

The newcomers can no longer assume that they possess any major technical superiority. What they do bring, curiously, is an application of serious business techniques to the fine wine business. Historically, the wine industry in the US fell between two extremes, the mass

Americans view the industry as offering a glamorous life-style

of "jug" wines dominated by the Gallo brothers, and the prestige end, immortalised (if you can call it that) to the television series *Falcoo Crest*—modelled on the Mondavi family.

As they say in the Napa: "All you need to be a millionaire in the wine business is to have been a multi-millionaire in some other business first."

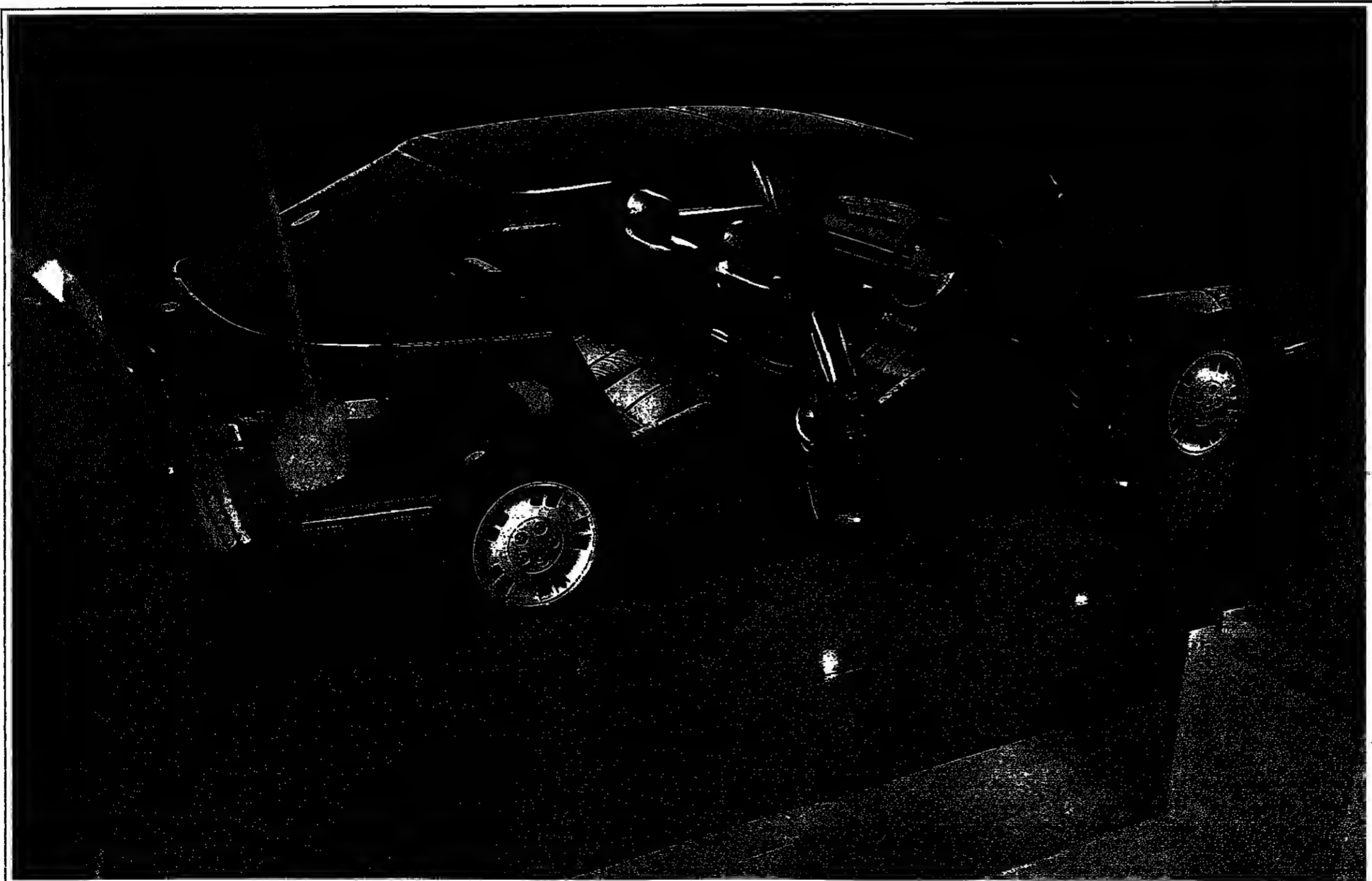
Europeans do not see the necessity for fine wines to be unprofitable. "Too often Americans view the wine industry as an invitation to a glamorous life-style, a handy tax shelter or a prestigious or quick lunch," says Jerry Mead, a San Francisco wine writer. The invasion is now a mature business, in which newcomers can rely on an infrastructure built up by their predecessors. The winery nearest to San Francisco as you drive north is a mock-Spanish affair, being built by Freixenet to produce sparkling wines a la champenoise. The \$10m investment is being supervised by Eileen Crane.

The name Carneros is, after all, Spanish. "It is the return of the Spaniards," says Ms Crane, reminding the visitor that it was the Franciscan fathers who first planted grapes in California 10 years before independence.



first French Socialist government for a quarter of a century. But even without political motives the sums added up. "The cost of land in France is unbelievable," says Francis Dewarvin who used to run La Mission Haut Brion, one of the finest estates in the Graves south of Bordeaux. "Eighty acres of prime vineyard land in France would cost about 600 per cent more than similar land in Napa. Besides, it takes you 50 years to buy 50 contiguous acres of French land."

Moreover, agricultural labour in California is cheaper and more docile than in France. "The beauty of the vineyards, is that you pay workers by the hour and not by the mouth as in France," says Mrs Dewarvin. "Mexicans, dynamic and a good American supervisor are excellent resources, but Mexicans are such a fantastic



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T H E F O R D S C O R P I O



INTERNATIONAL APPOINTMENTS

The following are a selection of the General Appointments that appeared yesterday.

- Business Analyst
FX Dealer
Group Company Secretary
Foreign Exchange Head Trader
Loan Officer
Assistant Treasurer
Compensation & Benefits Manager
Options Trader
International Equities Research & Sales
Home Loans Manager
Investment Manager

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER
LONDON · FRANKFURT · NEW YORK

Hongkong bank chairman

Mr Michael Sandberg, chairman of THE HONGKONG AND SHANGHAI BANKING CORPORATION since 1977, retired yesterday. Mr William Purves, who has been deputy chairman since 1984 and chief executive since March 1986, has been confirmed as his successor.



Mr William Purves, chairman of the Hongkong and Shanghai Banking Corporation

Changes at American Express Bank

AMERICAN EXPRESS BANK (AEB), the wholly-owned international banking arm of American Express Company, has promoted three executives.

Promotions at American Brands

AMERICAN BRANDS, INC., the American packaged consumer goods and financial services company, has elected Mr Robert L. Austin to the new post of senior vice president and chief administrative officer.

Reorganisation at Texas Instruments

TEXAS INSTRUMENTS will have a new management structure on January 1. The changes include the creation of alliances and co-operative agreements between companies that will shape the industry well into the 1990s.

Alcan Aluminium elects board representatives

ALCAN ALUMINIUM has appointed Mr Allan A. Hodgson and Mr L. Snochovskiy to its board from January 1. Mr Hodgson, 52, has been vice president and chief financial officer since 1982.

Accountancy Appointments

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We invite applications from Accountants (ACA, ACCA), aged mid to late twenties, who have had 2 years' post qualification experience in the auditing of or accounting in a financial institution. The selected candidate for this managerial position, in a bank in a rapid growth phase, will be responsible for: motivating, supervising and training a small team of audit staff who carry out a large part of the 'leg work'; upgrading the overall inspectorate role within the bank including writing audit programmes; as well as conducting a wide and varied range of ad hoc accounting and banking projects. There are occasional European travel opportunities. Essential personal qualities are a flexible and innovative approach to audit work, integrity and initiative, and you must enjoy hard work. Initial salary negotiable £24,000 - £30,000, plus car, excellent subsidised mortgage scheme, non-contributory pension and other banking benefits. Applications in strict confidence under reference IA/18560/FT will be forwarded unopened to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager: C.J.A.R.A.

ALPS

LONDON EC1

FINANCIAL ACCOUNTANT

£19,000-£23,000 + CAR + SHARE OPTION SCHEME

On behalf of our clients, Newspaper Publishing PLC, we invite applications from Accountants (ACA, ACCA, ACMA), aged 28-35, with at least 2 years post qualification experience; ideally in a large commercial organisation in a role combining responsibility for financial accounting, systems development and staff management. Reporting to the Chief Accountant, the successful candidate will be responsible for the overall planning, guidance and control of the financial and statutory reporting functions, through an efficient team of 20 staff. Areas covered include credit control, sales ledger, accounts payable (suppliers, staff expenses and contributors), general ledger, cash management and payroll (for over 300 staff). The key elements will be the ability to take the overview, monitoring and directing the day-to-day accounting and maintaining the momentum of systems development to keep pace with the commercial development of the group. A flexible team approach, the ability to work to tight deadlines and strong communication skills are important. Initial salary negotiable £19,000 - £23,000 + car + share option scheme, free life assurance. Applications, in strict confidence, under reference FA 124/FT to the Managing Director: A.L.P.S.

35 NEW BROAD STREET, LONDON EC2M 1NH. TELEPHONE: 01-588 3588 OR 01-588 3576. TELEFAX: 887374. FAX: 01-256 8501
ORGANISATIONS REQUIRING ASSISTANCE ON RECRUITMENT - PLEASE TELEPHONE: 01-428 7538

INVESTMENT BANKING

Ambitious ACAs £25K - 35K Package
Move from the Profession to the heart of the New Financial Markets

Our client one of the largest and most innovative UK Investment Banks is seeking young newly qualified accountants to join their recently established securities teams.

The Individuals should display above average qualities in the following areas:
• Ambition • Flexibility • Ability to learn quickly • Willingness to take on responsibility • Interpersonal skills • Technical skills (possibly with some exposure to the financial sector)

Working in the securities area, the individual's initial responsibilities will include monitoring the risk and profitability of trading positions and development of products. This will entail constant liaison with trading staff and board members.

High profile, exposure to the financial markets and expansion of the organisation provide excellent opportunities for career development.

Interested candidates should contact Suzie Mummé on 01-628 4200 (0932 220151 evenings/weekends) or write enclosing a detailed curriculum vitae. All applications will be treated in the strictest confidence.

BBM

2 London Wall Buildings, London Wall,

London EC2M 5PP. Tel: 01-628 4200

ASSOCIATES

CONSULTANTS IN RECRUITMENT

Financial Controller

North East England

circa £23,000 + car

Following a comprehensive reorganisation of its management structure to take advantage of current trends, this substantial and profitable organisation - a well respected leader in World markets - has identified opportunities for an experienced Accountant to share the challenges and rewards that lie ahead.

In this high volume manufacturing environment, the comprehensive financial control and management information systems are being reviewed and developed to provide a more meaningful flow of information for an increasingly demanding management.

The immediate requirement is for a practical, high calibre, qualified accountant who is familiar with a large manufacturing environment and has

previous managerial and commercial experience. This is a creative, senior role and it is therefore unlikely that candidates under 30 will have the maturity and commercial acumen demanded by this outstanding career opportunity.

If you feel that you meet the requirements outlined, please send full career and personal details to John Elliott FCA at either our Birmingham base or East Midlands office. Alternatively, telephone 021 622 3838 (at any time) for an application form quoting reference 10/1153A.

Monaco House, Bristol Road,
Birmingham B5 7AS.
City House, Maid Marion Way,
Nottingham NG1 6BH.

OVERTON
MANAGEMENT SELECTION
APPLICATIONS ARE WELCOME FROM MEN AND WOMEN

Financial Controller

Berkshire £20,000+ and car

Sterling Greengate, one of the country's leading manufacturers of specialised electrical cables and accessories for worldwide markets, operates on several sites and is part of the £500 million international Raytheon group.

Based at our Aldermaston headquarters and reporting to the Finance and Commercial Director, your responsibilities for financial and management accounting include financial analysis, planning, modelling, budgeting and costing, and the management of the finance function.

An ACMA or ACA, and probably a graduate aged over 30, your wide-ranging practical experience in manufacturing

industry must encompass the development of computer-based systems. A shirt-sleeves approach to team management and motivation and strong communication skills are essential.

Salary is negotiable according to experience and benefits include family BUPA, contributory pension and life assurance. A full relocation package to an attractive rural area near Reading and Newbury is available.

Please send full cv, indicating current salary, in strict confidence to Steve Drew, Personnel Director, Sterling Greengate Cable Company Limited, Bsth Road, Aldermaston, Reading RG7 5QQ.

Sterling Greengate
A Raytheon Company

YOUNG COMMERCIALY ORIENTED ACCOUNTANT

M4 Corridor

A £3 billion multi-national Group with a significant 'high street' presence, including several household names, seeks a young commercially aware accountant for an exciting new role seen as an initial step in a succession to senior line management.

This role has a wide ranging brief to review the Group's activities, controls and information systems, recommending and implementing improvements in close liaison with management at all levels.

The successful candidate will be a qualified accountant, aged mid 20's to early 30's, probably with 'Big 8' experience. He or she will be ambitious, confident and in possession of well-developed analytical and communicative skills which will be essential in making a positive contribution in this high profile role.

This key position commands an attractive remuneration package, including car, and generous re-location expenses where applicable.

If this is the opportunity you have been waiting for, please write with career details to date and current remuneration to Nicholas C Jenkins quoting reference no. FT1203 at:

QMS Recruitment
Quorn House, 6 Princess Road West
Leicester LE1 6TP

GROUP FINANCIAL CONTROLLER

CENTRAL AFRICA

HOTELS AND TOURISM

Our client is a large, established and internationally recognised group with an exciting growth plan in Africa and the Indian Ocean in Hotels and Tourism.

Full financial responsibilities for seven hotels and lodges and an expanding tour operating company will extend to some group secretarial/legal work, forward planning and feasibility studies for new hotels and tourism-related projects.

Ideally the candidate will be a qualified C.A. aged 27-35 and have international experience in the Hotels/Leisure/Tourism field.

A salary c. £20,000 p.a. (payable in local currency) and family benefits package is offered which will include free housing, medical insurance, a company car and annual leave fares paid.

Please telephone 01-629 2412 or write with c.v. to:-

John Nutt, General Manager
HALLWAY RECRUITMENT CO. LTD
23 Albemarle Street, London W1X 3FE.

ACCOUNTANT CHANNEL ISLANDS

This is an exciting opportunity for a young chartered accountant in the attractive environment of St. Peter Port, Guernsey.

We are an investment company and part of a major international group and as such enjoy access to sophisticated group resources such as large-scale computer hardware and programming capability. At the same time the small management team in Guernsey enjoys a high degree of autonomy in its decision making.

We seek an accountant in his mid to late twenties with the experience to produce computer-based management accounts, preferably gained in the finance sector. We plan further strong growth and with our combination of multi-currency, investment and life assurance accounting will present a demanding challenge. Remuneration will be attractive, benefiting from the island's low tax rate.

Apply with curriculum vitae to:
Mr. David Hazell

PROVIDENCE CAPITOL INTERNATIONAL
The Grange, St. Peter Port, Guernsey
Channel Islands

**V
ADVENT**

APPLICATIONS ARE INVITED FOR POSITIONS IN THE
LEADING VENTURE CAPITAL COMPANY

Successful candidates will be under 30, hold a degree together with accountancy, legal or business qualifications, or be able to demonstrate proven experience in a Merchant Bank or Venture Capital operation. A keen interest in entrepreneurial business is essential. Salary negotiable.

All applications in writing to:
Director of Personnel,
ADVENT LTD.

25 Buckingham Gate, London, SW1E 6LD.

ENTREPRENEURIAL CHARTERED ACCOUNTANTS

LONDON 29-34 YEARS £HIGH AND EQUITY

We offer the opportunity to help build a truly outstanding management consultancy. We handle Business Strategy, Acquisitions and Disposals, Corporate Finance, Financial Management, Recruitment and Data Processing assignments for substantial clients. Within two years you will have earned a directorship and acquired an equity stake.

You are likely to be a graduate, chartered accountant, and will have experience as Financial Director or Controller of a business. Some involvement with acquisitions is particularly relevant. Current data processing experience would be a useful bonus. Whilst some consulting experience is desirable, exceptional achievement to date is more important.

We want an achiever who is hungry for success, highly commercial, enjoys hard work, and a good communicator. The management style is entrepreneurial and demanding. A company car will be provided, and tangible results will be rewarded generously.

Please write to convince me that we should meet, making sure you state current salary and a daytime telephone number. Interviews will be completed by mid-January.

Please write to:
Barrie Pearson, Managing Director, LIVINGSTONE FISHER ASSOCIATES LTD
Acre House, 49/76 Long Acre, London WC2E 9JW

**LIVINGSTONE FISHER
ASSOCIATES LIMITED**
Management Consultants

Accountancy Appointments

Appointments Advertising

£41 per single column centimetre and £12 per line
Premium positions will be charged £49 per single column centimetre

For further information call:
Louise Hunter 01-248 4864
Jane Liversidge 01-248 5205
Daniel Berry 01-248 4782

Exceptional Accountants

M&G

City

c.£35,000

M&G Group P.L.C. are Britain's largest unit trust management group, with unit trusts and other funds under management exceeding £4bn. They are seeking a very bright young Chartered Accountant to rapidly assimilate the business and work alongside senior management. Key tasks will include unit trust administration and accounting, taxation and MIS development.

Candidates are likely to be graduates, probably aged 30-35 years with a strong track record in the profession or industry. Use of modelling packages and exposure to systems implementations would be an advantage.

Impressive personal skills will include drive, determination and initiative, together with staff management ability. The excellent remuneration package will include a car and other benefits. Please send full personal and career details, in confidence, to Martin Manning, quoting reference 1689/FT on both envelope and letter.

Deloitte Haskins+Sells

Management Consultancy Division
P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

International Internal Audit

City Based International with overseas travel Banking Operations

Our Client, a Banking and Financial Services group, is seeking to increase its audit capability to keep abreast of the continuing expansion in its international operations. These are newly created positions within the Internal Audit function, which require the following experience.

Manager - Internal Audit

A Chartered Accountant, with at least 4 years post qualification experience, either in the accounting profession or in the financial services industry, with proven leadership and communication skills. It is anticipated that there will be early opportunity for promotion for the right candidate.

Salary is negotiable, c. £26,000 per annum plus Banking Benefits and a Company Car.

Computer Auditor

A Chartered Accountant currently working within a Computer Audit group in the profession, with at least 1 year's specialised computer auditing experience. Knowledge/experience of computer applications within the financial industry would be desirable.

Salary will be negotiable, c. £25,000 per annum, plus Banking Benefits.

Please write with your Curriculum Vitae in strict confidence to: B.R.C. Potterton (Ref IA/11), Vine Potterton Limited, 152/153 Fleet Street, London EC4A 2DH. Please state separately any companies in which you would not be interested.

VINE POTTERTON
RECRUITMENT ADVERTISING

A European role with worldwide connections

Parker Hannifin is a US-based, multi-national corporation with European sales currently around \$300 million. Rapid expansion, heavy investment and an outstanding financial performance have all contributed to our becoming a world leader in motion control technology.

To play an important part in our future plans, we now wish to appoint an ambitious man or woman to this key role based at our European headquarters in Watford, Herts. The successful candidate, probably aged early to mid thirties, will need to be very much an Accountant of today's commercial world. In short, an all round business manager capable of making a major contribution at all levels to overall operational effectiveness and information management.

Internal Audit Manager

to £25,000 + quality car + benefits

Reporting to the Director of Internal Audit, who is based in Cleveland, Ohio, you'll be responsible for controlling all European assignments in the full range of auditing activities. You will enjoy considerable autonomy of action and will liaise closely with operating management and external auditors. Regular travel throughout the UK and Europe will be necessary.

You should have a sound knowledge of US accounting principles together with the ability to apply tight financial controls and strict reporting procedures in a multi-national accounting operation. Experience of computerised systems is essential and you should, ideally, have a good working knowledge of French/German.

The demands and extent of the role are such that only those with top financial credentials and business experience are likely to be considered.

If you have the high level of professional competence required and are able to make an immediate and measurable contribution to our continuing success in European markets, you can look forward to outstanding opportunities for future career development.

Please send your cv to Leszek A. Marciniowicz, Personnel Manager, UK, Parker Hannifin, Star House, 69-71 Clarendon Road, Watford, Herts WD1 1DG, or telephone for an application form on Watford (0823) 46611 ext 265.



CABLE BASED TELECOMMUNICATIONS

Finance Director/Company Secretary

Windsor Television, a leader in Britain's cable industry, is currently on schedule in cabling up to 100,000 domestic and 7,500 business premises in its franchise area covering the towns of Windsor, Slough, Maidenhead, Ashford and Staines.

In addition to 30 channels of television, Windsor is able to provide advanced network communication services. We are now on the verge of a major, fully capitalised expansion and are seeking a Finance Director to oversee and be totally involved with this expansion.

Applications are invited from Chartered Accountants who have an outstanding business record. Preference will be given to those who have had exposure to one or more of the following: the telecommunications industry, sophisticated computer systems, USM flotations.

Candidates must be capable of planning and implementing business projects in addition to their normal duties. This will call for flexibility and commercial acumen. Salary will not be a limiting factor for the right individual.

Apply, enclosing a brief career resumé and marking the envelope 'Private and Confidential', to: The Managing Director, Windsor Television Limited, 5, The High Street, Windsor, Berks. SL4 1LD.

Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, BRISTOL, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, SHEFFIELD and WINDSOR

Financial Controller

Consumer Durables

North West, c.£28,000, Car, Other Benefits

Successful diversification and implementation of modern manufacturing methods, coupled with a very progressive, marketing led, management style has created this vacancy in a world famous, long established British plc. Reporting to the Group Managing Director, the Financial Controller will be responsible for all the traditional accounting duties for UK and overseas subsidiaries. More important is the ability to play a significant part in the management team by a well judged balance of entrepreneurial flair and a positive approach to management information systems. Candidates will be qualified accountants with successful experience in a No. 1 financial position in a substantial manufacturing company, who can demonstrate their personal contribution to a successful profit centre. Good inter-personal qualities will also be looked for. Above average conditions and prospects will be offered to the right candidate and promotion to the Board is anticipated just as soon as it is justified by performance.

S.A. Lievens, Hoggett Bowers plc, St John's Court, 78 Garside Street, MANCHESTER, M3 3EL, 061-832 3500. Ref: 25534/FT

Company Accountant

Progression Opportunity For A

Mature Qualified Accountant

West London, c.£19,000

If all the positions you look at seem to write you off, if you are over 35, here is a welcome exception. This £5m turnover autonomous subsidiary of a leading British plc distributes services a highly regarded range of printing machinery from six UK branches. Reporting to the Financial Controller, the person appointed will be responsible for financial and management accounting to tight deadlines, together with monitoring of cash, tax computations and credit control. Input into operational decision-making will be expected from the outset. Support is provided by a dedicated team of 13 and an integrated computerised accounting system. Candidates aged around 40 must be qualified accountants of proven technical and managerial ability who can communicate effectively with financial and non-financial people. Well-developed team building and leadership skills are essential. There is a clearly identified opportunity for early promotion and substantially increased rewards for the person who can prove aptitude quickly.

S.P. Spindler, Hoggett Bowers plc, 36 High Street, Eton, WINDSOR, SL4 6BD, 0753 550551. Ref: 24074/FT

Financial Controller

An Exceptional Opportunity

South Yorkshire, £14,000, Car

This highly successful Sheffield based computer systems supplier, was formed in 1983 and has expanded rapidly and profitably with forecast turnover of £5m for the current year and they are now recognised as leaders in their field. The company expects to proceed to the USM within 2 years and this has led to the need for an exceptional graduate ACA ideally with 1 year's post qualification experience who is technically highly competent. The responsibilities are varied and demanding, but will include control of ledgers, payroll, preparation of management and financial accounts, staff supervision and close involvement with the software department. The position will appeal to the ambitious professional with flair who will welcome the challenge of joining a dynamic and dedicated team. Conditions and benefits are truly excellent. Relocation assistance is available where necessary.

A. Hill, Hoggett Bowers plc, Bank House, 100 Queen Street, SHEFFIELD, S1 2DW, 0742 791241. Ref: 52925/FT

These positions are open to male or female candidates. Please telephone for a Personal History Form to the relevant office, quoting the appropriate reference.

European Financial Controller

West Middlesex Attractive Salary & Car

Bell & Howell is a leading information media management company. We provide systems and services that offer a measurable return on investment.

Part of a progressive and profitable American \$multi-million company, we have subsidiaries and distributors throughout Europe. An open style of management is encouraged where imagination, initiative and involvement flourish.

We are now seeking a go-ahead accountant for a new position based at our European headquarters. Financial, commercial and operational expertise will be essential in providing constructive recommendations based on budgets, forecasts and other financial information. Reporting directly to the Financial Director, you will bring a critical approach to such areas as asset management and performance review.

You will be an influential self-starter, already experienced in a senior position and

currently earning not less than £17,000 p.a. The role requires someone with the strength of personality to work alongside senior managers of different nationalities, putting their various activities in perspective and suggesting ways to develop and improve the business. Already qualified (ACA) and probably a graduate, you will have at least three years' industrial and commercial experience. Your ambition will be matched by excellent technical and interpersonal skills, together with a high level of self-motivation. Some travel is involved and an ability to speak a European language is useful but not essential.

If you can rise to the challenge we offer, then an attractive salary and benefits package, including company car and performance bonus, awaits you.

Interested? Contact Derek Dean on 0784 251234, or write to him with a full C.V. at Bell & Howell Limited, 33-35 Woodthorpe Road, Ashford, Middlesex TW15 2RZ.

BELL+HOWELL

ILG

LEISURE AND TRAVEL INDUSTRY Assistant Group Financial Controller

VICTORIA SALARY £16-22,000 NEG+CAR+BENEFITS
Rapid progress, development and diversification has resulted in the INTERNATIONAL LEISURE GROUP PLC becoming a major force in the exciting and highly competitive leisure and travel industry. Our Group has experienced strong growth as a result of creative management, constant product innovation and effective management control.

We now require a chartered accountant with up to two years' post qualification experience. The candidate would work as a member of a young, dynamic head office team with a high level of exposure to senior management. The work would cover all aspects of the Group Finance function but with specific emphasis on external reporting and project work and less emphasis on monthly management reporting. The role involves a substantial element of tax planning and compliance. Accordingly, the candidate should preferably have had greater than average exposure to tax work during their career. The post is seen as being an introduction to our business leading to a more commercially oriented management position.

To accept this challenge you must be in your mid twenties, ambitious, highly numerate and have first class communication skills. In return we will reward the right person with an attractive remuneration package.

Write, enclosing full CV, to:

Colin Halgord

Group Financial Controller

Stockley House, 130 Wilton Road, London SW1V 1LQ
INTERNATIONAL LEISURE GROUP plc

FINANCIAL ACCOUNTANT

£18,000-21,000

Central London
This major Trading Institution is seeking to recruit a young ambitious Chartered Accountant. Reporting to the Chief Accountant, the successful candidate will be involved in systems development and capital leasing as well as the production of a full range of financial information. Good people skills are important. This represents a rare opportunity to enter a fast moving environment with excellent prospects for advancement. For further information contact:

Mark Spickett
Brian Ingram Associates
70/71 New Bond Street, London W1Y 9DE
Tel: 01-429 3535



Accounting Manager, Europe

c. £18,000 + car

Windsor

Lotus Development, founded in 1982, is the world's largest independent supplier of software products for PCs. In 1985 worldwide revenues exceeded \$225m, latest published figures for 1985 show growth of over 30% compared with 1984 within which Europe represents our fastest expanding market.

While much of our success has been due to continuous technological innovation, our increasing turnover means that we rely more and more on the highest standards of financial expertise for our accounting functions. We're now looking for an accountant who can match those high standards in assuming responsibility for the European reporting, consolidation and HQ accounting functions.

Working closely with all European subsidiaries you'll be preparing international management reporting packages and monthly statements, consolidating statements from each country, and setting up new controls and accounting for our new legal entities abroad. The US team will also regard you as their first point of contact on any European management accounting queries.

This is a key role in our European function: we're looking for someone very special to fill it. A young, highly competent graduate ACA, you should possess good man-management and communications skills and be able to motivate others by your example. Experience of US reporting and computer systems would be highly advantageous. A willingness to travel occasionally is also important.

We at Lotus have a reputation as exceptional employers: the prospects in this position are excellent, and the salary and benefits package reflect the importance of the role. If you have what we're looking for, please telephone Graham Addison on Windsor (0753) 840281 or write to him at Lotus Development European Corporation, Consort House, Victoria Street, Windsor, Berks. SL4 1EX.

Lotus

Accountancy Appointments

FINANCIAL OPPORTUNITIES WITH AN EXPANDING OIL AND GAS COMPANY.

Profitability and expansion, both in the North Sea and internationally, reflects ARCO British Limited, the highly successful UK subsidiary of one of the world's largest, and now one of the few expanding British, oil and gas companies. We have recently started production of the Thames Complex of gas fields in the Southern Gas Basin of the North Sea and as a result need to strengthen our Finance and Accounting team with the following appointments:

Financial Accounting Supervisor

£22,000

You will be responsible for supervising three professional covering joint venture, fixed asset and warehouse and materials accounting functions. This is a fast-growing area of the company's finance operation and calls for a dynamic and able individual to meet the challenges of the position. Previous supervisory and oil industry experience are vital. An accounting qualification is desirable but not essential if you have the right experience including five or more years in the oil/gas industry.



Analyst Audit Control

£19,000

You will have responsibility for developing accounting policy and procedures, internal controls and will have close liaison with external, partner and internal auditors. The position will offer broad scope across all financial and technical areas. You should have 3-5 years' experience in an oil/gas related environment or with a major accounting firm. An accounting qualification is desirable and a background in oil industry joint venture accounting would be a distinct advantage.

Analyst Tax/Budgets/Capital

£15,000

Here your work will centre on the following elements: performance reporting; budget preparation and Capital Administration. There will also be the opportunity to learn Corporation Tax and PFT through involvement in the tax reporting process. Computer literate, your 1-3 years' experience should preferably include oil and gas company expertise. Part-qualification would be desirable.

Our continuing success and expansion means the prospects for career development are very good. We offer highly competitive salaries and generous benefits which include non-contributory pension scheme, life assurance, company - paid private patients scheme and relocation expenses where appropriate. Please telephone or write for an application form, indicating in which position you are interested, to: Julian Yates, ARCO British Limited, ARCO House, 48 Grosvenor Street, London W1X 0AN. Telephone 01-409 2466 Ext 370.

ARCO British Limited, a highly successful subsidiary of Atlantic Richfield Company, is actively exploring and developing key areas in the North Sea. These involve 21 operated licences in the Southern Gas Basin including the Thames Gas Complex. In addition, we are involved in non-operating producing interests in the UK, Ireland and the Netherlands, and have substantial holdings in Norway, now withstanding large operations worldwide.



FINANCE MANAGER, EUROPE

Based Heathrow Excellent salary + car

Scientific Calculations is a multinational market-leader in software-based design automation for the electronics industry. We have recently joined forces with the Harris Corporation of America, a \$2.2 billion company which supplies a comprehensive range of advanced communications and information processing equipment for educational, scientific and commercial applications.

This new powerful combination of two very successful and progressive organisations will add considerable impetus to Scientific Calculations' ongoing profitable development in European markets, and we need an ambitious chartered accountant to assume responsibility for all financial matters.

Based in superb offices at Heathrow and reporting to the corporate office in the USA, you will be part of the European management team and involved in all operational decisions. You will consolidate all financial reports from

our operations in the UK, France, Italy, West Germany and Israel, and your wide-ranging responsibilities also embrace forecasting, budgeting, management accounts, and all tax and legal matters. Some travel will be involved.

An excellent career development opportunity, it is particularly suited to those, probably in their 30s, who can demonstrate broadly based experience in a US multinational in a hi-tech environment, and who now seek a highly visible and challenging role offering considerable independence. Strong interpersonal skills, enthusiasm and mobility will be important characteristics.

Salary is excellent and benefits include a car, private medical cover and life assurance.

Please send full cv, indicating current salary, to Sue Hampson, Personnel Manager - Europe, Harris Systems Limited, Eakdale Road, Winnersh, Wokingham, Berkshire RG11 5TR.

SCIENTIFIC CALCULATIONS
A HARRIS COMPANY

Advertising Appointments

£41 per single column centimetre and
£12 per line
Premium positions will be charged £49 per single column centimetre

For further information call:

Louise Hunter
01-248 4864
Jane Liversidge
01-248 5205
Daniel Berry
01-248 4782

Financial Controller

N.W.Kent

c.£27,500 (inc. bonus) + car

This high-profile company is part of a major retailing group and is committed to doubling its £20m turnover within twelve months as the first phase of its long-term development plan gets under way. The Group operates a devolved management style and the company is therefore building a high-calibre team to manage the comprehensive programme of change which this growth will demand. The Financial Controller will report to the Finance Director and be responsible for managing a department of some 15 people with experienced supervisors. Against a background of rapid growth and change he/she will be expected to improve the quality of financial control and reporting. The job is therefore demanding but is matched by excellent career prospects and an attractive range of fringe benefits. Candidates should be Chartered Accountants around 30 who have experience of applying high professional standards in a fast-moving environment. Ref: 1634/FT. Send cv (with telephone numbers) or write or phone for an application form to R.A. Phillips, ACIS, FCII, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

Phillips & Carpenter
Selection Consultants

Financial Director

Vehicle Components

c.£20,000+ car

Traditionally the pace-setter and major profit earner in the diverse public engineering group to which it belongs, this £20M company is involved in high volume machining and assembly of a wide product range. Exports account for 30% of sales and are growing.

A Financial Director is to be appointed whose task will be to ensure the timely provision, quality and business interpretation of the company's financial controls, which include a developing use of computers.

We seek an experienced Finance Director or Financial Controller, professionally qualified and able both to take a business view and read the detail. Commercial professionalism, tough-mindedness, self-starting ability and pace are the key qualities sought, allied to a strong management accounting background. The most relevant career experience would be in vehicle or component manufacture in an operation which gets it right.

Salary as indicated plus profit share, very good benefits and a British 2.0 litre car. Location - Midlands.

Please write with brief CV, quoting PR 121, to Iain Reid
PACT Consulting
Management, Search and Recruitment Consultants
Calthorpe House, 30 Hagley Road, Edgbaston, Birmingham B16 8QY.
Telephone: 021-454 2211.



ACCOUNTING IN THE CITY

GROUP FINANCE DIRECTOR

c.£35,000+ car + equity
A leading city communications and service group, experiencing substantial growth, is seeking a qualified accountant (age 30-40), with previous manufacturing experience. As a key member of the core executive team you will direct business development, co-ordinate group management information and pioneer the fourth generation computer development. Ref: SW0340

ACCOUNTANT INTERNATIONAL

£26,000+ car + mortgage
A challenging role exists within a leading financial services group for a qualified accountant (age 25-30). You will produce management information for strategic purposes for all overseas interests and activities. This is an excellent entry role. Ref: NP0327

Please telephone Sarah Wainman 01-258 6041 (out of hours 01-981 5963)



Management Personnel
10 Finsbury Square, LONDON EC2A 1AD

CAPITAL MARKETS ACCOUNTING

MANAGER To £30,000+ benefits
If you are a qualified ACA (age 28-32), with a demonstrable record of post-qualification achievement within the banking sector, an outstanding opportunity awaits you within the capital markets division of an international merchant bank. You will direct the development of new reporting systems and analyse dealing performance. Ref: PW0330

TREASURY SYSTEMS DEVELOPMENT

£23,000+ car + mortgage
Your opportunity as a qualified individual to utilise your banking or systems experience in a modern merchant banking house. As part of a newly established team your duties will involve liaison, planning and integration of sophisticated systems. Ref: RS0331

Finance Manager

West Midlands

circa £19K+ car

As a £20m turnover manufacturing company within a major U.K. P.L.C., the role of finance manager, as support for the general manager, is of paramount importance.

The emphasis of this position will be towards the commercial aspects of the finance function in conjunction with the responsibility for the control over the timely production of appropriate financial information.

The position will suit a progressive, qualified management accountant, probably between 28 and 35 years of age who has experience of team responsibility for profitability, improvement of financial systems and financial modelling. The person should be a good communicator, and an effective organiser and motivator.

The business is involved in an expanding market place and under its' new restructured environment the management team will be given every incentive to grow with the business.

Applications are welcomed from men and women. Please send full career and personal details to John Elliott, Overton Management Selection, Monaco House, Bristol Street, Birmingham B5 7AS or telephone 01-421 3388 for an application form quoting reference 10/181/FT.

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FINANCIAL TIMES

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Thursday December 11 1986

Unilateral disarmament

THERE ARE two questions about the British Labour Party's Strategy for Defence published yesterday. One concerns how far it stands up as a serious statement of defence policy. The other is about the likely effect on Labour's electoral chances.

The document tones down slightly some of the suggestions that were being made at the party's annual conference at Blackpool in the autumn. A future Labour government would still decommission Polaris, Britain's present sea-going nuclear force. It would also cancel Trident, the more powerful successor being acquired from the Americans.

Very isolated
Some people may wonder whether it would not be unduly quixotic to give up nuclear weapons without being guaranteed anything in return: a reduction in the Soviet nuclear arsenal, for example. Nevertheless, there is a case of sorts to be made.

It can only be made, however, within the context of the alliance. There is no evidence whatsoever that any of Britain's major allies want the country to embark on a course of unilateral disarmament. The Americans certainly do not, as Mr Neil Kinnock, the Labour Party leader, was reminded during his travels last week. The French do not, because France does not want to become exposed as the sole nuclear power in Europe. And if Mr Kinnock cites Dr Johannes Rau, the West German Social Democrat leader who is in London today, as showing some sympathy for the Labour posi-

tion, it is worth noting that the Social Democrats do not seem poised to win the general election in the Federal Republic next month. Labour is very isolated.

Voluntary distraction
Superficially, it may seem rather less isolated when it comes to the question of the American use of British bases. The American raids on Libya mounted from Britain earlier this year were not overwhelmingly popular, though incidentally they were non-nuclear and it is only American nuclear facilities in Britain that Labour is trying to stop. Yet again the question comes down to the nature of an alliance. An alliance is about sharing, about making some sacrifices in return for some protection. It is to work at all, it has to be a collective enterprise. It is very difficult not to see the Labour Party's proposals as an attempt to write its own rules and to opt out of alliance responsibilities.

There are other objections. It is not self-evident that the Labour Party will be able to persuade the country that it will spend more money on conventional forces as a result of the savings from Trident. Much of the Trident money would in any case have already been spent. Moreover, all British governments have had problems with defence expenditure. It is less than convincing for Labour to turn on the Tories now and accuse them of cutting. Indeed it is the unilateral nature of Labour's nuclear weapons policy that is giving the Tories such an easy wicket. Serious defects in the Government's policy—for example, on procurement—are being un-noticed.

Still, this is Labour's strategy and it is going to have to stick with it. The party's decline in the opinion polls began when the outlines became clear at Blackpool. The best and perhaps only way of limiting the damage is by emphasising the consultations within the alliance. But from now on it is going to be a difficult task. Labour has voluntarily distracted attention from the areas where the Government is most vulnerable; unemployment, poverty and the economy. It is unilaterally disarming itself.



South Africa's Natal province is considering a controversial plan to introduce multi-racial government. Is it the country's first step to real power-sharing? Anthony Robinson reports from Johannesburg

Battle lines for change

NOTHING illustrates the pitfalls in the way of power sharing in South Africa as well as the fate of the Natal indaba which last month approved by an overwhelming majority plans for a multi-racial joint legislature for the province.

The ink was hardly dry on the proposals for a two-tier legislature, which would couple black majority rule with guarantees for minorities, before Mr Stoffel Botha, provincial leader of the ruling National Party, stepped in to brand them unacceptable to Pretoria. A considered official response from Pretoria is still awaited.

The indaba, the Zulu word for a meeting of the people, brought together 39 political, social and economic groupings representing all ethnic groups in an unprecedented attempt to forge a single political unit out of white Natal province and the 48 parcels of land which form the KwaZulu homeland.

To the surprise of many, including the Government, the indaba succeeded in agreeing a blueprint for a Lower House consisting of 100 seats elected by universal suffrage and an Upper House of 50 seats with equal representation for the four main "background groups": Zulus, Indians, English and Afrikaners—plus a non-ethnic "South African group" for those who did not wish to be ethnically tagged.

Given the ethnic composition of the province—roughly 80 per cent Zulu, 11 per cent Indian and 9 per cent white—English and Afrikaners—plus a non-ethnic "South African group" for those who did not wish to be ethnically tagged.

The proposals drive a coach and horses through Pretoria's homeland policy under which the overwhelming black majority in the country has been divided up into 10 ethnically based, semi-autonomous homelands. If Pretoria were to accept the proposals, this would mean accepting the dissolution of KwaZulu, the most populous and politically significant of the ten.

The indaba's blueprint comes at a time when Pretoria appears to have set its face against any further tinkering with the apartheid system. As such, it is surprising that the Government allowed the indaba to take place at all. The question now is whether Pretoria will allow the blueprint worked out by participants who met for eight months behind closed doors in the Durban city hall to be put to the popular test in a referendum.

Ironically, the UDF and the African National Congress (ANC) share with Mr Stoffel Botha a respect for the sort of regional solution proposed by the indaba. Whereas the UDF and the ANC stand for "a non-racial, democratic, united South Africa", which would abolish the homelands and recreate a unitary state based on one man one vote, the Government's vision of a unitary South Africa includes the homelands and is based on "group"—meaning ethnic-based—politics. Ultimately the indaba proposals fall in line with the Government's because they do not provide for a white veto—a veto which would be logically incompatible with the principle of majority rule, a key element in the blueprint.

Whatever the opposition from both ends of the political spectrum, an overwhelming majority in favour of the proposals would be likely in any provincial referendum because of the organisational strength of Inkatha, the over 1m strong Zulu movement led by Chief Gatsha Buthelezi, and his principal lieutenant, Dr Oscar Dhlomo, who impressed many whites by their "strong" stand against disinvestment, their rejection of the armed struggle in favour of a negotiated political settlement based on non-racial power sharing and their opposition to the Marxist strand in the ANC. Many are uncomfortably aware that rejection of the indaba proposals would greatly strengthen the arguments of the ANC.

But it is a moot point whether such considerations are powerful enough to overcome the fears of many Indians—especially those caught up in savage

Zulu-Indian fighting in the shanty towns around Durban in August 1985—or those of many Afrikaners and other whites who fear the loss of their present dominance.

Realistically such fears can be expected to result in a significant no vote from minorities in any referendum, despite the enormous efforts made to accommodate minority fears by the drawing up of an extensive Bill of Rights, provision for appeal to the supreme court on any legislation affecting cultural, linguistic and other ethnic matters, and built-in checks on majority rule both in the composition of the 10-man Cabinet and the 11 standing committees of both Houses which must approve all legislation.

So far as Pretoria is concerned, virtually any sign of rejection by minorities would legitimise a decision to rule out the indaba's proposals as

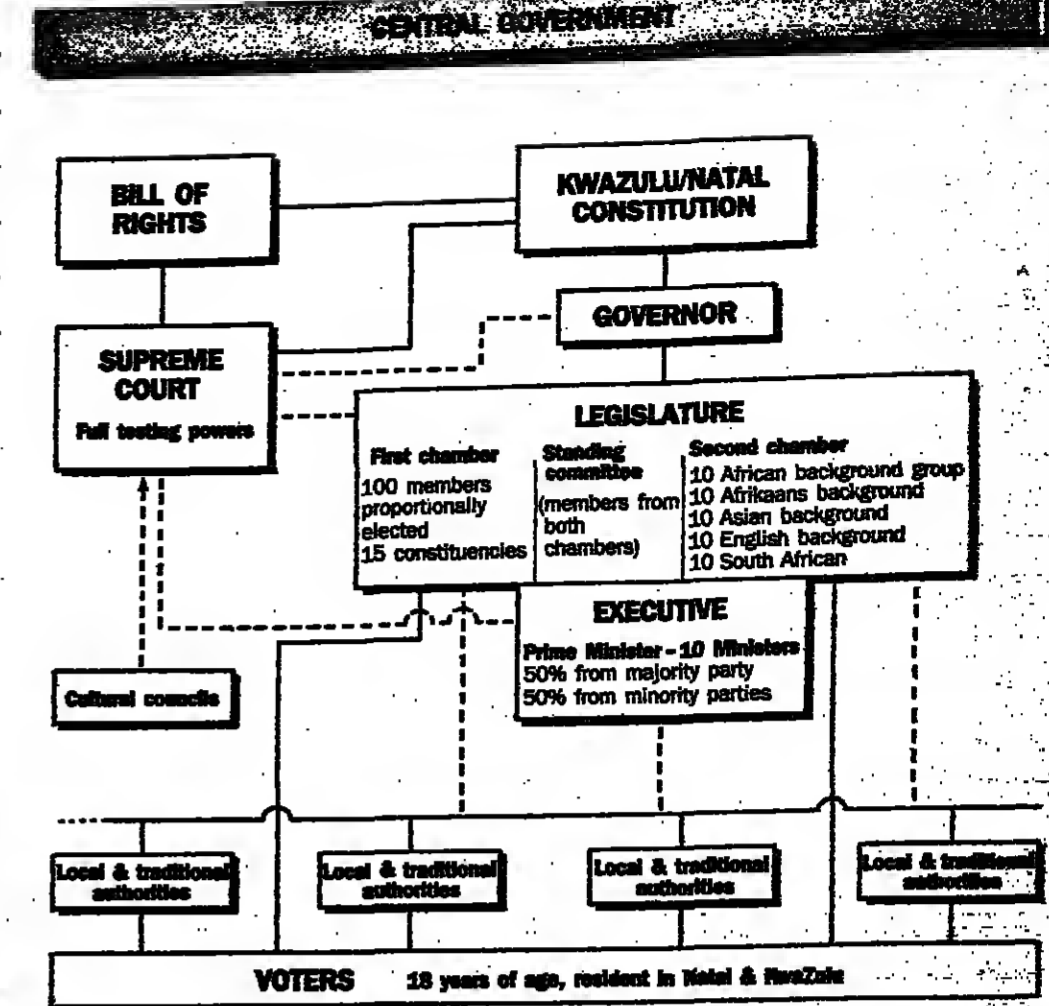
Natal could prove a testing ground for peaceful change

against its stated policy of "effective and equal power sharing without any group being able to dominate another."

Certainly the US and other foreign governments have been prompt in their praise. Mr George Shultz, the US Secretary of State, applauded what he termed an "imaginative compromise" which he said showed that "South Africans are capable of difficult mutual accommodation to advance the cause of radical justice and representative government."

According to Mr Denis Worrall, the South African ambassador in London, Pretoria's official reaction to the proposals is to be made known by Mr Chris Heunis, Minister for Constitutional Development, after close scrutiny. To Mr Worrall fell the job of smoothing the edges of Mr Stoffel Botha's initial negative reaction, and reassuring the international community.

The indaba serves to underline and clarify the fundamental dilemma of South Africa



politics—how to move from domination by a white minority to majority rule without the risk that presently powerful minorities will be rendered powerless by the majority.

Under the proposed bicameral system, the Zulus will have an overwhelming majority in the directly-elected 100-seat Lower House but will muster only 20 per cent of the seats in the Upper House. With ten seats allocated to each so-called "background group", the 50-seat Upper House would give 20 seats to whites (thanks to separate representation for English and Afrikaners) who account for only 9 per cent of the population.

Yet a majority of both Houses is required for legislation to be approved. What is more, all legislation has to be passed by a two-thirds majority in the 11 standing committees of which no party will hold more than 60 per cent of the seats. A further check against the majority riding rough-shod over the desires of minorities is also provided in the form of recourse to the Supreme Court for a final judgment on legislation affecting linguistic, cultural and religious customs and traditions.

In the view of leading participants, like Mr John Kane-Berman, director of the Institute of Race Relations and vice-chairman of the indaba, this blueprint is capable of "reconciling white fears and black aspirations." The proposals, he says, "marry black demands for majority rule with checks and balances to cater for the legitimate rights and interests—as opposed to unacceptable privileges—of minorities."

The structures proposed by the indaba, including the minority checks, would, he believes, encourage the creation of political alliances across ethnic lines. The great virtue of the indaba is that it provides South Africa with the opportunity to

experiment with a power-sharing model peacefully negotiated and limited to only one of the country's four provinces. If it succeeded it would provide powerful ammunition against those, like the ANC on the one hand and the Afrikaner Weerstandsbeweging (AWB), the parliamentary Afrikaner resistance movement on the other, who see South Africa's future as determined by bloody conflict between the forces of white and black nationalism.

The possibilities the indaba opens up are recognised by Afrikaner intellectuals, by the business community and by others who fear that the Government has no long-term perspective for peaceful change. In an article published by two Afrikaner academics with close National Party connections—Mr Johan Fick, deputy leader of the National Party in the Johannesburg City Council and Mr Christo de Koning—argue that insistence upon the Government's policy of ethnic group politics could eventually leave Afrikaners as powerless as the white minority in Zimbabwe. Instead, they argue, Afrikaners should seek to forge political alliances with moderates across ethnic lines to ensure their role in a future non-racial South Africa.

Another significant pointer in this direction came with the announcement by Professor Pieter de Lange, principal of the Rand Afrikaans University in Johannesburg and leader of the secret Afrikaner Broederbond society, that he will retire from his university post to promote reconciliation with other population groups.

Since rejection of the Commonwealth Eminent Persons Group's attempts at mediation last May, and even more so since re-introduction of the state of emergency on June 12, the government in Pretoria has clearly signalled a halt to apartheid reform. In this frame of

mind, government acceptance of the indaba proposals seems highly unlikely.

But despite Mr Botha's initial rejection of the indaba proposals, domestic left-wing opponents, like the United Democratic Front (UDF), believe that a negotiated settlement is to be preferred to a bloody conflict which would wipe the black opposition.

Once elections, expected next year, are out of the way, the Government would be free to take another look at the indaba as part of a broader policy of trying to co-opt "moderate" blacks—like Chief Gatsha Buthelezi—into its proposed National Statutory Council. Designed as a forum for including blacks in policy formation, it stops well short of power-sharing and has been spurned by black leaders.

The extent to which Natal could become a provincial testing ground for a non-apartheid system will ultimately depend upon the powers which the South African Parliament is prepared to bestow upon it. The indaba has, for example, requested Pretoria to give it land-use and planning powers. At the same time, the Bill of Rights drawn up as part of the indaba consultations guarantees all citizens the right to "own land anywhere in the province. Thus, if the national parliament were to grant the land powers as requested, the effect would be to abolish the Group Areas Act in Natal. The Group Areas Act provides for racially segregated residential areas and is a key remaining pillar of apartheid.

Under the surface, individuals and social forces are at work preparing for the day when power sharing ceases to be an option in South Africa and becomes a necessity. Whatever its immediate fate, the indaba represents a major contribution to this process.

Private landlords on probation

MR JOHN PATTEN, Britain's Housing Minister, made a rousing speech at this year's Conservative Party conference about what he rather confusingly called "The right to rent"—which is, of course, more a question of opportunity. This, he suggested, could be a major theme of the next Conservative election manifesto; and his audience may well have concluded that an ambitious young minister in a market-orientated government, was proposing to wake the private rented market from the paralysis which set in some 70 years ago with the first rent control measures. His actions, however, suggest something a good deal less radical.

Those who noticed his recent speech, rejecting a proposal from the Centre for Policy Studies for the creation of tradeable short tenancies, may think that there has been no action at all; but that is because the changes which have been introduced have made little or no political noise. The creation some time ago of a new system of assured tenancies, under which approved developers (vetted by the ministry) could build current on ordinary market terms was a small beginning. Some 200 landlords have now in fact been approved—substantial numbers, in fact, but not enough to make a difference to the housing market as a whole.

Memories fade
This idea was extended quite radically during the passage of the 1986 Housing Act: as a result, empty dwellings can also be refurbished to approved standards by approved landlords, and let on assured tenancies (these offer security of tenure, subject to five-year rent reviews, just like most commercial leases).

Icahn's test of golf

The British Tourist Authority should have known better than to invite Carl Icahn, one of the most feared Wall Street corporate raiders, to give the luncheon address at its annual conference for British-American travel interests in New York this week.

Icahn, whose empire now includes TWA, the biggest airline on the East Coast, has nothing to say about how he intended to boost tourism to Britain. Instead, the guests were treated to yet another run of how he served TWA from bankruptcy, and some of his more praiseworthy comments on the defects of top management of corporate America.

Icahn is apparently thinking of following in the footsteps of T. Boone Pickens, the Texas multimillionaire, who has nearly finished writing his autobiography, "Boone".

Apparently he got the idea after reading Gibbon's "Decline and Fall of the Roman Empire." "I Rome," Icahn says, "the middle classes were just given date and did not have to do anything. It is pretty much the same in this country."

Men and Matters

to a skeleton of its former self says the British with big American companies is that "there are too many people around at too many meetings and too much paperwork going up and down the ladder."

The answer to the corporate malaise now engulfing America, stresses, is to "cut, cut, and cut."

On costs

Prince Charles has been bogging the big drum for small businesses this week. But one so far unreported scheme that he has in mind could have an impact in every British boardroom.

He wants them to be furnished with British furniture made by British craftsmen. The same goes for silverware, glassware, trophies, and the like. Business in the Community (BIC) will be setting up a boardroom furniture advisory service to further the idea.

Wapping waits

Print union leaders are hoping to breathe fresh life this week-end into the flagging dispute with News International over its Wapping printing plant by tapping into a little pre-Christmas spirit.

Despite the constant disavowals of violence by union leaders, events in the dispute of late have attracted a number of violent incidents.

In an attempt to reverse that and to try to regain the moral high ground the unions seized at the beginning of the dispute back in January, the unions are mounting this weekend a Christmas demonstration, complete with a bedecked Christmas tree and the singing of carols.

Repeating a plea for no violence, Brenda Dean, general secretary of Sogat '82, the largest print union, said that Rupert Murdoch, News Inter-

EEC penitent

A briefing in Brussels yesterday by the youthful new Spanish commissioner for social affairs and employment Manuel Marin, at one point turned into a dramatic and embarrassing personal confession.

In the middle of an enthusiastic introduction to the commission's latest ideas for an EEC plan of action, Mr Marin said he was forced to admit that he is indeed a smoker. Not only that, he added miserably, but "recent attempts to give up the habit have all failed."

Marin did not disclose whether the pressure of work preparing his new campaign over the last few months is to blame. But in an act of engaging humility he promised that he would try harder over the next 12 months.

Those still addicted to the weed—particularly smokers employed by the EEC—should not think that Marin's own weakness will make him any less determined to discourage others.

Hang-over

Wall Street has gone off Ferrier in a big way. This week's favourite drink is Subpoena-cola.

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"What do you think—new Labour election slogan or stockbroker's lament?"

ECONOMIC VIEWPOINT

Conflicts in high places

By Samuel Brittan

What we had to do earlier this year was to allow the exchange rate to fall because of the sharp collapse of the oil price. There clearly had to be a step change in the exchange rate and that duly occurred...

In the first half of 1987, then, and then only will the financial markets start taking an interest in it. There is, of course, everything to be said for examining holdings of notes and coins (which are 80 per cent of M0) as one indicator among very many...

Interviewer: One final thing on the exchange rate. The Chancellor said the other day that the rate had now gone against the D-mark low enough and he did not want it to fall any further.

Prime Minister: I think it has gone low enough... Interviewer: I mean, one of the consequences of that statement... does that mean... Prime Minister: I do not think there are any great many consequences of that statement...

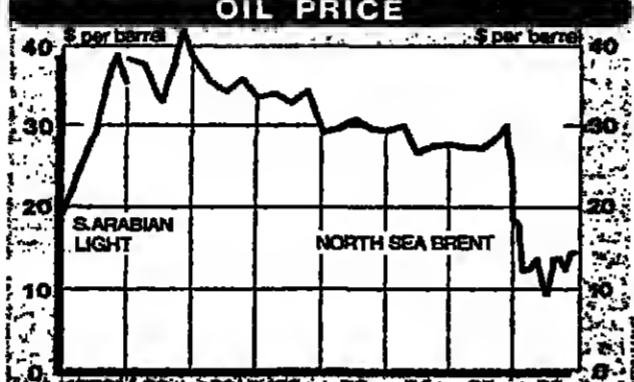
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There is a clear division at the heart of economic policy-making. Even though he is not allowed to take Britain into the European Monetary System, for the Chancellor "a firm exchange rate policy" is a heart of anti-inflationary strategy...

Mr Lawson's meaning was even clearer in response to a questioner who suggested lower interest rates and a lower pound to offset British labour costs rising faster than those of competitors. He replied that the essence of the battle against inflation can be summed up in the slogan "non-accommodation", from which ever source the inflationary forces come...

The Prime Minister's attitude is very different. But it is clearer where she does not stand than where she does. She is strongly disinclined to use either the reserves or interest rates to defend sterling. Her former personal economic adviser Sir Heath Walker, who she still sees, is against any sort of sterling objective.



casts tabulated by the Treasury Committee, who do common assumption forecast inflation rates from 3.9 to 5.7 per cent. A further sterling tumble would give these more pessimistic forecasts and worse added credibility.

There is also a more brutal political aspect. Mrs Thatcher can stop Nigel Lawson cutting taxes too much. A Chancellor could hardly resign because he wants a larger fiscal policy than the Prime Minister does.

On the other hand, Mr Lawson can prevent the Prime Minister neglecting sterling. A resignation on the grounds that the Chancellor is not being allowed to follow a responsible counter-inflationary monetary policy would indeed shatter financial confidence...

pre-announced financial policy is to strengthen credibility and influence expectations, thereby reducing the output and employment costs of not accommodating inflation. Without a credible MTFFS, inflation can only be reduced by painful recessions.

My initial reaction to the breakdown of technical monetarism way back in 1980 was to suggest expressing the strategy in terms of a more ultimate objective, total spending as measured by Nominal GDP.

Experience has suggested, however, that Nominal GDP on its own does not have enough bite for a medium-sized open economy. Almost the only pressure to which British pay settlements, with their enormous inertia, will respond is that coming from sterling. Thus I would now make the exchange rate the main intermediate objective.

Lombard The Japanese alternative

By Jurek Martin

THE managing director of the International Monetary Fund does not have to be a superman but it helps. Necessary qualifications include: competence in economics, a sense of vision, a political brain, toughness in negotiation, friends in high places and, until now, a European passport.

But if the nations of Europe are not careful—and this week's meeting of the Community's Finance Ministers bordered on the carefree—the next head of the IMF could well be Japanese.

The EEC Council decided to present two candidates to the IMF board, Mr Jean Michel Camdessus, the imaginative governor of the Bank of France, and Mr Omas Ruding, the orthodox Dutch Finance Minister. This abdication of responsibility is a mere three weeks before a new managing director is supposed to be in place...

Cautious voices in Japan, including even Mr Nakasone's, would probably not voluntarily push Mr Gyobten's cause. The Japanese addition to solidarity might still prefer to avoid the risk and embarrassment of a Japanese managing director in confrontation with, or criticising, his own national government.

But if Washington calls, Tokyo is inclined to listen. After all, just six weeks ago, two nations neatly and privately struck an arrangement stabilising the yen-dollar relationship, significantly without reference to the leading European nations.

This might have served as a warning that the tradition of a European running the IMF could not be taken for granted. But, if so, it has not been heeded in Paris or The Hague or even necessarily in London...

Mergers and the public interest

From Mr J. Rhys-Burgess Sir—I am amazed by the assertion made by Sir Gordon Borrie, Director General of Fair Trading, in his speech on December 5) that companies which make takeover bids ought to be made to show that their proposed bid will produce positive benefits, as opposed to a merely negative indication that it will operate against the public interest.

Letters to the Editor

There was, however, a statement by Exco on December 3, that the irregularities had come to light in one of Exco's subsidiaries, Municipal Brokers. These irregularities had nothing to do with so-called insider dealing.

The dairy trade

The pressures on the dairy industry are those of over supply throughout the Community. In that situation you might rationally expect a tough fight for market share, which will spill out in many directions as marketing organisations fight with every possible weapon at hand.

Hotel or hot air

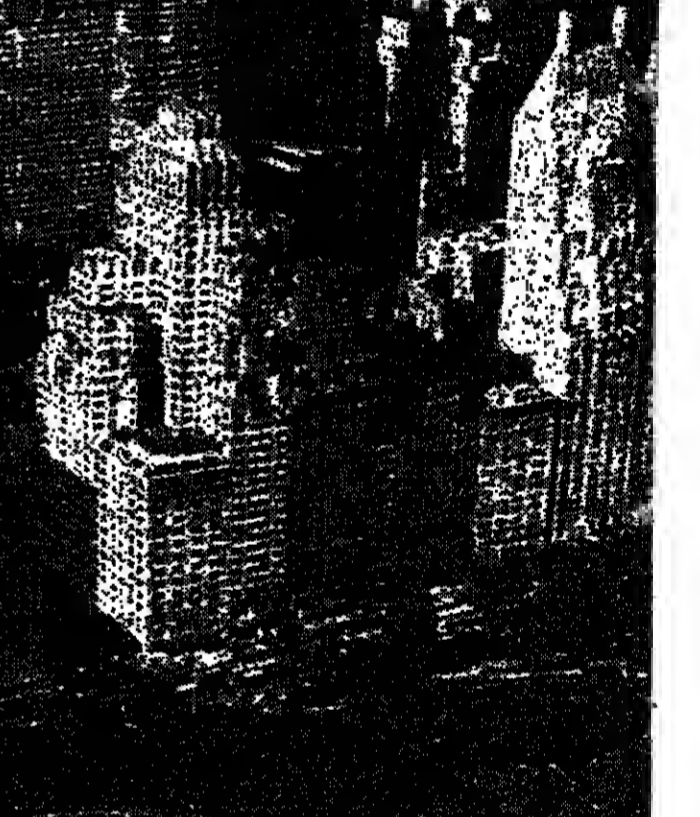
From the Managing Director, Fairhaven Machinery, Sir—I am committed to promoting the best of British and export worldwide. Before the vested interests in favour of Hotel spend taxpayers' money, perhaps they would convince us better to support them if they spent some of their own money instead of taking from successful companies' profits to subsidise flights of fancy.

Marketing milk

From the chairman, Milk Marketing Board. Sir—The use of your editorial columns (December 9), after sober reporting elsewhere in your newspaper on Case 23/84, for an all-out attack on the organisation of milk marketing in this country was obviously designed to create maximum embarrassment and indeed would do so, were it not that your arguments are so badly misplaced.

Interpreting statutes

From Lord Nathan Sir—I write in support of the views expressed in your leader (December 4) headed "Human rights and the law". This emphasised primarily the need for a Bill of Rights and refers incidentally to the related problem of drafting and interpreting statutes.



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Competition and ethics

From Mr M. Johns Sir—in the leader, titled "Competition and ethics" (December 6), you referred to takeover related share dealings at Exco during the coming year under scrutiny in Britain.

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SPARKLING That's BTR

FINANCIAL TIMES

Thursday December 11 1986

SHEERFRAME Britain's largest producer of PVC window and door systems.

FT writers report on the Frenchman running a Belgian steel group

Levy set to take Renault wheel

BY TIM DICKSON IN BRUSSELS

MR RAYMOND LEVY, head of the heavily loss-making Belgian steel group Cockerill-Sambre, appeared increasingly likely last night to emerge as new chairman of Renault's French car group.



Mr Raymond Levy the French state-owned steel group Usinor, took over as chairman of Cockerill-Sambre in September 1985 when he succeeded Mr Jean Gandois, ironically tipped as the number one candidate for the Renault job.

turing plans - a combination of job cuts, wage reductions and increases in working hours. The group reported losses of BFr 6bn for 1985 and has forecast losses of BFr 4.5bn for this year, although a company source said yesterday that due to depressed steel prices and recent strikes the eventual outcome "will probably be higher."

Forceful loner who works 'like lightning'

By David Housego in Paris

It, as is expected, Mr Raymond Levy takes over as head of Renault, he will move to the French state-owned automobile company with considerable experience of restructuring in loss-making heavy industries.

Steinberg sells 15% stake in Mercury

By Clive Wolman in London

THE THREAT of a hostile takeover bid for Mercury International, the UK investment banking group, from Mr Saul Steinberg's Reliance Group was lifted yesterday - at least temporarily - when Mr Steinberg sold his 15 per cent stake to a Canadian pension fund.

Mercury International, the parent company of the leading merchant bank S G Warburg, had strongly opposed the stake taken by Mr Steinberg, who has a long history of making hostile takeover bids.

The Canadian National Railways pension fund, the largest corporate fund in Canada, bought almost the entire stake at a price of \$90.75m (\$142m) or 455p per share. On the news Mercury's stock market price fell from 493p to close the day at 371p, giving CNR a paper loss of £16.5m on its stake.

The size of the stake and the premium paid by CNR gave rise to speculation that the stake might ultimately be used to back a renewed takeover bid by Mr Steinberg. After the announcement, Reliance said that it had not intended to sell the stake but that the value of the offer, which has given his company a 55 per cent profit, was so attractive that it was in the interests of shareholders to accept. Reliance has not ruled out further purchases of Mercury shares.

Mr Tullio Cedraschi, chief executive officer of the CNR investment division, said last night: "We are not working with Mr Steinberg in any way. The main reason we are investing in the company is the quality of its management." The pension fund has taken a stake of just below 15 per cent to avoid possible objections from the Bank of England.

Mr Cedraschi said that the pension fund had been looking at Mercury and other UK financial services companies with global ambitions for about three years. But the specific opportunity to buy the Reliance stake was presented about two weeks ago, when he was approached by Mr Barry McFadden, a UK consultant. The UK securities firm, Hoare Govett, was then contacted and it approached Reliance with the offer. It was only 10 days ago that Reliance criticised Mercury's business strategy and its management and, in what was widely regarded as a hostile move, increased its stake to slightly above 15 per cent which gave it a "controlling" interest under UK banking law. But Mr Cedraschi said that Reliance had not known of CNR's interest at that stage.

UK Labour Party launches its non-nuclear defence strategy

BY MICHAEL CASSELL IN LONDON

BRITAIN'S Labour Party yesterday launched its bid to win public approval for a non-nuclear defence strategy and provoked an immediate avalanche of criticism from its political opponents.

The party said in the past that it would not seek the protection of the Nato nuclear umbrella once it had abandoned its own nuclear weapons. But Mr Denis Healey, the shadow Foreign Secretary, who said Nato should seek to raise the nuclear threshold and move towards "no first use" of nuclear weapons, yesterday acknowledged that Nato's strategy in central Europe had to be indivisible. Britain, he said "must accept the agreed strategy of the alliance until it succeeds in changing."

Labour's plans which call for the cancellation of Trident, the decommissioning of Polaris and the removal of all US bases from Britain, were immediately attacked by Mr George Younger, the Defence Secretary. He warned that the "desperately dangerous" proposals would threaten the future of Nato, make Europe "safe for conventional war" and almost certainly mean the re-introduction of conscription.

Announcing Labour's plans, the party leader Mr Neil Kinnock said the country was faced with a choice between "nuclear pretence and conventional defence." He claimed the Government's nuclear defence policies, which had been pursued at the expense of conventional weapons,

had not enhanced the nation's security. He said that there was now widespread acceptance in the US that the UK's nuclear contribution was "marginal."

Mr Kinnock emphasised that the removal of US nuclear bases from the UK would be the subject of "discussions not negotiations" with the allies, who would recognise the sovereign rights of a British Government.

He said the removal programme could technically be carried out within about a year but political considerations could mean a longer time-scale.

Mr Dennis Davies, Labour's defence spokesman, claimed that the Government, if re-elected, would be forced to conduct a defence review that would lead to substantial cuts in conventional defences.

UK building societies to merge

BY HUGO DIXON IN LONDON

THE NATIONWIDE and Anglia building societies are planning to merge in what would be by far the largest such merger ever, it was announced yesterday.

The new society to be called the Nationwide Anglia Building Society, would be the third largest in the UK with assets of over £18bn. A merger would substantially close the large gap which now exists between Nationwide, already the third largest society, and the market leaders - the Halifax and the Abbey National.

However, there is no guarantee that the merger will go ahead. Many proposed building society mergers, most notably the Nationwide's own plan last year to merge with the Woolwich Equitable Building Society, have failed because of incompatibility.

Competitive pressures, which are likely to increase next year when the 1986 Building Societies Act comes into force, were given as the main reason behind the merger.

The merger would create a new society with 300 offices and a network of the new society will equip it to succeed in today's competitive market," Mr Leonard Williams, chairman of Nationwide said. He said both societies had similar views about how they should develop services offered in future.

The larger society would be better able to move into the new markets that societies would be allowed to enter under the new legislation. In particular, the Anglia would be able to benefit from Nationwide's estate agency network of 300 offices, the largest in the industry, and Nationwide from Anglia's experience in cashless shopping.

Another new priority area for the merged society would be housing development, Mr Tony Slight-Harris, the Anglia's chief general manager, said. He thought it would soon be building 2,500 houses a year, mainly for old people and first-time buyers.

Also important, but lower down the list, would be unsecured lending, current account facilities and new investment products, such as unit trusts, personal equity plans and shares. The Anglia has already announced plans to operate a share-dealing service through its branches in a deal with Hoare Govett, the stockbroker.

Both societies said a merger would bring cost savings. The merger will take effect on September 1 1987, provided it is approved by at least 75 per cent of each of the societies' members early next year.

Europe cashes in on UK bargains

BY WILLIAM DAWKINS IN BRUSSELS

FRENCH and Belgian Christmas shoppers can find plenty of bargains by taking a day's shopping spree to Dover, where Britons would do better to buy their seasonal gifts at home.

These are the main conclusions of a survey of shops on both sides of the Channel published yesterday by EBCIC, the European consumers' association.

The study compares the prices of 144 products bought recently in Calais, Dover, Ostend and Canterbury, and shows how continental European consumers can save small fortunes by slipping over to Britain for a shopping expedition.

It underlines - to the benefit of discriminating bargain-hunters - how the advent of a European common market in consumer goods, is a long way off.

An Amstrad microcomputer, for instance, costs well over twice as much in Calais - FFr 3,990 (\$602.5) - as it would in Dover, where the same machine can be picked up for just £199.99 (\$283.4). Cameras, meanwhile, are in general 20 per cent more expensive in Ostend and 32 per cent dearer in Calais than in Dover, the survey claims.

A limited number of products are still cheaper for British citizens to buy across the Channel, such as wine, Le Creuset cooking pots, a number of cosmetics and some films and audio cassettes.

But British shoppers will have to choose carefully to justify continental shopping sprees, for Calais and Ostend come out on average 23 per cent more expensive than Dover and Canterbury.

Many of the price differences can be explained by differing VAT rates and the recent weakening of sterling.

A Belgian family of four could save the equivalent of BFr 6,771 (\$181) after having paid car ferry fares, by buying just short of BFr 25,000 worth of consumer goods in Britain. A Frenchman could make an even larger proportional saving of FFr 894 (\$133.5) on a FFr 1,733 shopping trip to Dover.

Consumers Without Frontiers, available free from EUCO, Rue Royale, B-1050, Brussels, Belgium.

Mitsui to buy Exxon building

Continued from Page 1

£245m or 34 cents a share from the sale of its 50 per cent interest in the Exxon building. The sale is expected to be completed before the end of the year.

In the year-ago fourth quarter, Exxon reported net earnings of \$1.8bn or \$2.45 a share on revenues of \$24.7bn. Exxon said the sale of the building was part of the company's overall restructuring efforts, which also involve a previously announced reduction in its New York headquarters staff.

The sale of the office building, owned jointly with the Rockefeller group since it was first occupied in 1972, was announced to employees in late October.

In late November the company rejected all bids so far received as inadequate, including the original bid by Mitsui. It was not revealed by how much Mitsui's original bid was raised to clinch the deal.

World Weather

Table with columns for location, temperature, and weather conditions. Includes cities like London, Paris, Rome, etc.

US arms deal plea

Continued from Page 1

ing that he learned of the Iran-Contragate link just two weeks ago from Attorney General Edwin Meese.

"He's saying they (the CIA) have no knowledge of what happened," Mr Yatron, a member of the committee, said after the session.

Separately, there were reports that members of the Senate Intelligence committee which is investigating the affair in closed door hearings has so far been unable to trace the flow of profits from the arms dealings.

The White House has said that between \$10m and \$30m of profits from the arms sales were channelled to the Contra rebels through numbered Swiss bank accounts.

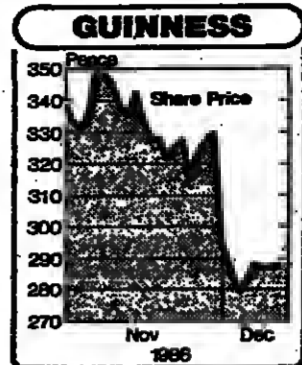
Readings at mid-day yesterday: C-Daily B-Daily F-Fair P-Fog N-Hail S-Snow T-Thunder

London 10-15, Paris 10-15, Rome 10-15, etc.

London 10-15, Paris 10-15, Rome 10-15, etc.

THE LEX COLUMN

Blowing froth off Guinness



An ordinary stock unit in Guinness is at present a strange form of hybrid security. One part of the package consists of the Guinness business, its earnings stream, its performance and prospects; the second and more exotic part is called a DIT warrant.

The month figures that Guinness issued yesterday suggest that there is little fault to be found with the business. It is particularly reassuring to see the robust way in which Guinness has ridden out some difficult patches - notably the devaluation in Nigeria and the squeeze on the US spirits trade.

Guinness has been able to say nothing about its efforts at rationalising the whisky industry to bolster City belief in the rapid growth of earnings over the next three to four years at least. Reductions in cost and shoring out of cash (from surplus head offices, bottling facilities, and peripheral activities) appear to underwrite the first two years.

It is then not hard to believe that restricting the output of the distilleries and getting the brand marketing right - all on lines that the operational management already has in hand - will keep the trend going for a year or two after that.

On this basis, there should be no difficulty in valuing Guinness shares at 330p or more, their price a fortnight ago. That is where the other part of the package comes in.

The uncertainty imported by the DIT inspectors has a large negative value which will not disappear until they have reported. If the shares now appear cheap even DIT warrant holders must be genuinely cheaper after the inspectors have reported - whether the Guinness management is vilified or cleared.

Perhaps there is no more than meets the eye in Mr Steinberg's sale of his 15 per cent stake in Mercury International. He may simply have decided that

up on 15 years lack of investment. Even the core lighting business requires complete restructuring although here at least profits are stable. It may seem a bit late to unshilly shilly about the reasons given - that the highly leveraged nature of the bid could result in nasty things happening to Coker customers - bears a close resemblance to the text of an early day motion signed by over 100 Conservative Members of Parliament. With a private secretary to three successive prime ministers on its board, IC Gas is well aware of the powers of political lobbying. Poor old Gulf innocently thought that the OTC clearance of the Eiders bid for Allied-Lyons had opened the door to this kind of thing.

Assuming that the DIT has not really swallowed the IC Gas allegation that Gulf will endanger the safety of Coker users, it must be that Mr Channon thinks that financial pressures on Gulf would cause it to abuse an effective monopoly of the domestic bottled gas business. In fact, after disposing of the IC Gas Belgium investments, the merged company's cash flow would be about three times the interest bill. Even if Gulf did intend to abuse its trading position, that could never be proved and would never be admitted.

IC Gas has now formally conceded the wisdom of a break-up with its proposal to bifurcate. This conversion to unlocking value at least had the merit of limiting the drop in the share price to only 4p below the lapsed Gulf offer of 530p. The nature of the referral clearly leaves the way open to a more acceptable bidder.

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Advertisement for Nihon Keizai Shimbun. Text: 'They made MILLIONS while Tokyo slept. Did you?' Includes logo and contact information for Nihon Keizai Shimbun, Inc.

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November 1986

INTL. COMPANIES AND FINANCE

General Cinema lifts Fluor reports \$29m Carter Hawley stake fourth-quarter loss

BY OUR NEW YORK STAFF

GENERAL CINEMA, the US theatre chain and soft-drinks bottler, has increased its voting stake in Carter Hawley Hale and looks set to exact a handsome price for its defence of the embattled West Coast retailer.

The group, which operates the largest cinema chain in the US and is the major independent bottler of Pepsi-Cola, paid \$180m for 3.5m shares in Carter Hawley, raising the stake to 47.3 per cent of its voting strength. On Monday, Retail Partners - a consortium of The Limited and the Edward DeBorja Corporation - dropped its second bid for Carter Hawley after the retailer announced the splitting of its department stores and an agreement for General Cinema to increase its holding to 50.1 per cent.

General Cinema, which was recruited by Carter Hawley as major shareholder to fight off the first bid from The Limited two years ago, is poised to capture the plums of the restructured business. Under the terms of the restructuring, General Cinema will inherit a 44 per cent voting stake in the spin-off of the Carter Hawley speciality stores, which include such famous names as Neiman-Marcus and Bergdorf Goodman, the Fifth Avenue store.

While Carter Hawley was offering shareholders a mixture of cash and shares in the two stores, businesses thought to be worth about \$50 a share, The Limited increased its offer to \$60 a share or \$1.8bn to try to dislodge General Cinema.

BY WILLIAM HALL IN NEW YORK

FLUOR, the US construction and process engineering group which announced a \$633m loss last year and barely broke even in the first nine months of the current year, posted a fourth-quarter loss from continuing operations of \$28.8m.

At the net level the company lost \$56.6m in its final quarter after including a \$27.8m loss on its offshore drilling operations which have been sold. For the full year Fluor lost \$28m from continuing operations compared with a loss of \$553.7m last year. At the net level the company lost \$90.4m, or 76 cents a share, in the year to end October compared with \$653.3m, or \$3.01 a share, a year before.

The group's revenues rose from \$4.1bn to \$4.7bn in the year. Mr David Tappan, Fluor's chief executive, said that both years included one-time gains and losses associated with restructuring the company in response to changing market conditions.

Results for 1986 include a net gain of \$28.9m while 1985 results include a net loss of \$400m from restructuring actions.

"1986 was a difficult year, but operations showed improvement and most of the milestones in our restructuring programme were achieved," Mr Tappan said. The engineering and construction group cut its losses despite sizeable overruns on contracts awarded to Fluor Constructors under extremely competitive market conditions.

Odeco sees \$203m write-off in quarter

BY OUR FINANCIAL STAFF

OCEAN Drilling & Exploration (Odeco), the New Orleans-based company which owns one of the largest US fleets of offshore drilling rigs, expects to take an after-tax charge of about \$203m in the fourth quarter of 1986.

The company, which is 59.6 per cent owned by Murphy Oil, has been losing money this year, along with its competitors, in the wake of falling oil prices and depressed drilling activity. In 1985 Odeco made a profit of \$34m on revenues of \$648m, and yesterday's announcement is likely to put the company deeply into the red.

The charge will include a pre-tax provision of about \$170m for the writedown of offshore contract drilling rigs, and Odeco's investment in a drilling joint venture. It also takes in a \$58m pre-tax writedown of oil and natural gas properties and a \$34m provision for income taxes on undistributed earnings of foreign affiliates.

The company said the writedown of assets reflected the application of appropriate accounting principles and implementation of a plan to prepare it for "the lean, demanding environment that we foresee for the future."

For the first nine months of 1986, Odeco reported a loss of \$42.1m.

Weekly net asset value



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Redemption Yield	Change on Week	12 Months	
		High	Low
US Dollar	8.547	-0.582	10.360
Australian Dollar	14.015	0.071	14.630
Canadian Dollar	10.141	-0.782	11.704
Euroguilder	5.989	-0.083	6.314
Euro Currency Unit	8.642	-1.109	9.524
Yen	6.274	0.000	7.002
Sterling	11.354	0.168	11.932
Deutschemark	6.361	-0.733	7.080

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By: The National Bank of Kuwait S.A.K.
Head Office: P.O. Box 95, Safat, 13001 Kuwait
Fiscal Agent
10th Dec. 1986



بنك الكويت الوطني
The National Bank of Kuwait S.A.K.

NEW ISSUE

10th December, 1986

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INTL. COMPANIES and FINANCE

Australia to reform dividend tax

BY CHRIS SHERWELL IN SYDNEY

THE AUSTRALIAN Government yesterday unveiled the details of its long-awaited reforms to amend the double taxation of company dividends. The changes, described by Mr Paul Keating, Treasurer, yesterday as "revolutionary", are part of a wider set of reforms covering cuts in personal tax and new taxes on fringe benefits and capital gains.

An announcement is still awaited, however, on the planned imposition of a gold tax on mining companies. The Labor Government is thought to remain divided on the question because of its potential electoral implications.

Yesterday's changes are due to come into effect from July 1 1987 following the introduction of legislation in the New Year. A simultaneous 3 per cent increase in the company tax rate to 49 per cent will reduce the gross cost of A\$775m (\$666m, or A\$500m).

The new arrangements will tax profits once at the company level, but not a second time at the personal level, when those profits are distributed as dividends.

This is expected to benefit people who own their own companies and those who invest their savings in the share market. In redressing the tax system's bias favouring debt over equity, it is intended also to help new businesses to get off the ground through equity financing.

The effect on shareholders' pockets is revealed by Government calculations which show that, currently, a shareholder in the top tax bracket of 60 per cent effectively taxes on his dividends at a rate of more than 78 cents in the dollar.

The new system, together with the already-announced cut in the top personal rate to 49 per cent, will bring the figure down to no more than 49 cents. It will

also mean there is no longer an advantage in using incorporation to avoid the top rate.

Under the new scheme, known as an imputation system, individual shareholders who receive dividends out of taxed profits will have the tax which is paid by the company imputed to them as a credit.

The total value of dividend and imputed credit is then notionally liable for income tax at the shareholder's marginal rate. Someone on the maximum 49 per cent rate would effectively receive a tax-free dividend, while someone on a rate of less than 49 per cent would have an excess credit which can be used to reduce tax paid on non-dividend income.

The changes also affect dividends paid from profits which have not borne company tax. These will not carry imputation credits, and will remain taxable in the hands of shareholders.

This differs from the original government proposal, under which such dividends would have been subject to a compensatory tax.

According to Mr Keating, the compensatory tax would have imposed a new 49 per cent tax on dividends paid to generally tax-exempt institutions such as life offices and superannuation funds.

In addition, a statement from the treasurer's office said that the approach would have disadvantaged several industries, in particular mining and petroleum, and in some cases would have imposed on increased burden on Australian companies receiving income from abroad.

The changes make clear that dividends paid to non-residents out of company income which has not borne company tax will remain liable for the existing 15 per cent dividend withholding tax.



India's largest* company is also one of the fastest growing

Since Reliance went public in 1977, its sales have increased 9 times, assets 42 times and profits 23 times.

From a medium-sized textile manufacturer with sales of Rs. 690 million in 1977, Reliance has become a leading integrated manufacturer of synthetic textiles and fibres with sales of over Rs. 7,000 million in 1985.

Today Reliance is the largest manufacturer of polyester yarns and fibres in India.

As a part of its vertical integration programme, Reliance is in the process of expanding its

manufacturing activities in petrochemicals - PTA and MEG, the essential raw materials for the manufacture of polyester.

Reliance is diversifying into the manufacture of other new products - LAB (a detergent intermediate), PVC and HDPE (high grade plastics). Reliance also has plans to diversify into electronics.

With the support of more investors than any other company in India, over 1.8 million today, Reliance has plans for the future.

RUPEES IN MILLIONS			%age growth over 1977
1977	1985	1977	
SALES	689.80	7,162.89	938%
NET PROFIT	29.30	713.37	2334%
TOTAL ASSETS	169.99	7,356.66	4227%
NET WORTH	95.41	3,111.17	3161%
TOTAL DIVIDENDS	8.93	257.52	2783%

Issue of 13.5% Secured Fully Convertible Debentures of 145 Indian Rupees each. Each compulsorily converted into two Reliance shares at the end of 12 months at a conversion price of Rs. 72.50 per share. The average price of the shares during the week of 9th November was around Rs. 220 per share.

This advertisement is not an invitation to subscribe for the Debentures. Full details of the offer are contained in an Offering Circular dated 1st December 1986 on the terms of which alone investment in the Debentures may be made. For a copy of the Offering Circular and application forms, please contact any of the following banks.

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- Grindlays Bank P.L.C. 13, St. James Square, LONDON SW1 1
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 - Hatfield House, 63/65 Moseley St., MANCHESTER M2 3LP
 - 175, Soho Road, Handsworth, BIRMINGHAM B21-9SU
 - 32, Ealing Road, WEMBLEY B9 7PT, MIDDLESEX HA0 4TL
 - State Bank of India State Bank House, 1, Milk Street, LONDON EC2
 - 6.30 Finchley Road, LONDON NW 11
 - Clarendon House 10/12, Clifford Street, LONDON NW 1
 - Kings House, The Green, SOUTHALL, MIDDLESEX 30, Caro Street, BRISTOL
 - American Express Bank Ltd. Winchester House, 77, London Wall, LONDON EC2
 - Canara Bank P.O. Box No. 1743, 14, Moor Lane, LONDON EC2

Reliance is strategic growth

Reliance Industries Limited
Regd. Office: Maker Chambers IV, 222, Narman Point, Bombay 400 021, India.
Tel: 243340 Telex: 011-6542 VMAL IN 011-2950 VMAL IN

Reliance Industries Limited invite Non-Resident Indians to attend Investor's Conferences at:

Date: December 12, 1986 (Friday) Time: 6.30 p.m. Place: Grand Hall (The Connaught Room) Great Queen Street, London W.C.2.

Date: December 13, 1986 (Saturday) Time: 5.30 p.m. Place: Wembley Conference Centre, (Severn Suite) Wembley, Middlesex.

Bell sees need for acquisition

BELL GROUP, the Australian resources and property group, must make a significant acquisition to restore the balance of its equity-operating base, Mr Robert Holmes & Court, the company's chairman, told the annual meeting yesterday, Reuters reports from Perth.

Bell has raised A\$1.8bn (US\$1.16bn) in equity and deferred equity in the past 12 months. "The result of this equity expansion is that we are currently out of balance. Our equity base, the size of the

company, has grown faster than our operating base," he said.

"To get the company in balance, the size of our operations, it is going to be necessary to make a very major acquisition sooner or later," Mr Holmes & Court said.

"No particular plans exist at this time. But it would be wrong to say that we don't have many alternatives under active consideration."

Discussing Bell's 29 per cent

stake in Broken Hill Proprietary, Mr Holmes & Court said Bell was happy with the operation of agreements between the two companies.

He said his group is watching with interest the effect of new Australian media regulations on its existing and future investments, adding that it had been negotiating the purchase of some Herald and Weekly Times assets only the day before Mr Rupert Murdoch's News Corporation unveiled its planned bid last week.

Reliance share offer heavily oversubscribed

By R. C. Murphy in Bombay

THE PUBLIC offer to local investors of Rs 1,320m (190m) debentures by Reliance Industries, India's fastest growing company, was 5.5 times oversubscribed.

The response to the debenture issue was overwhelming, despite adverse media publicity and last minute efforts by the company's advisers to stall it through legal injunctions.

The second phase of the Rs 4bn debenture flotation will begin on December 22, when RIL's Rs 800m debenture offer to expatriate Indians opens in the UK, Hongkong and the Middle East for subscription.

Merrill Lynch has been chosen as technical adviser to the overseas debenture issue. Lazard of the US and Salomon Brothers were also known to be competing for the mandate.

The Rs 4bn capital issue, which includes a Rs 1,360m rights offer to Reliance shareholders, is expected to be oversubscribed at least twice.

India's first mutual fund for domestic investors, called Mastershares, has received subscriptions for Rs 1,000m. The Government-owned Unit Trust of India, which launched Mastershares, has decided to accept Rs 1.5bn and refund Rs 80m to investors.

Malaysian minister sells holdings

MR DAIM Zaiduddin, the Malaysian finance minister, announced yesterday that he has sold his controlling stake in United Malayan Banking and will sell his shares in 16 other companies, 13 of them listed on the Kuala Lumpur Stock Exchange, Reuters reports from Kuala Lumpur.

Mr Daim said the move was

in line with a Cabinet directive that ministers should sell their direct and indirect holdings in quoted companies to avoid any conflict of interest. The directive followed opposition allegations that the millionaire minister's involvement in the firms represented a conflict of interest. Mr Daim did not say what the shares were worth.

Stockbrokers said the sales, which require the approval of the regulatory authorities, were likely to depress prices on the KLSE. Mr Daim said his majority stake in UMBC, the country's third largest commercial bank, was sold last month to a state-owned investment group Permodalan Nasional (Pernas).

This advertisement is issued in compliance with the Regulations of the Council of The Stock Exchange. Application has been made to the Council of The Stock Exchange for the grant of permission to deal in the shares of the Company, issued and to be issued, in the United Securities Market. It is recommended that no application has been made for these securities to be admitted to listing.

HORNBY GROUP PLC

(Incorporated in England under the Companies Act 1985 in 1980 with number 1542987)

Placing by

ALEXANDERS LAING & CRUICKSHANK

of

4,997,982 ordinary shares of 5p each at 100p per share

Authorized 6,500,000 Share capital in ordinary shares of 5p each Issued and to be issued fully paid 2,401,228

The ordinary shares being placed rank pari passu in all respects with the existing issued ordinary shares and will be entitled to participate in full in all dividends and other distributions hereafter declared, made or paid on the ordinary share capital of Hornby Group Plc.

Hornby Group Plc is one of the leading toy and hobby product manufacturers and distributors in the United Kingdom, whose best known products include the two brand leaders, Hornby model railways and Scatelic slot car racing. Other Hornby products include Flower Fairies dolls, Thomas the Tank Engine and Friends train sets and Pound Puppies soft toys.

In accordance with the requirements of the Council of The Stock Exchange, Alexanders Laing & Cruickshank will place 4,997,982 ordinary shares with its clients and 1,224,495 ordinary shares with Warburg Securities for distribution to its clients.

Particulars relating to Hornby Group Plc are available in the Etdal Unlisted Securities Market Service. Copies of the Placing Memorandum may be obtained during normal business hours (Saturdays and public holidays excepted) up to and including 24th December, 1986 from:-

Hornby Group Plc, Westwood, Margate, Kent CT16 4JX. Alexanders Laing & Cruickshank, Piercy House, 7 Copthall Avenue, London EC2R 7BE.

11th December, 1986

All of these securities have been sold. This announcement appears only as a matter of record.

November 21, 1986

5,500,000 Shares

Kleinwort Benson Australian Income Fund, Inc.

Common Stock

Kidder, Peabody & Co. Kleinwort Benson

Bear, Stearns & Co. Inc. The First Boston Corporation Alex. Brown & Sons Drexel Burnham Lambert

Goldman, Sachs & Co. Hambrecht & Quist Lazard Frères & Co. Morgan Stanley & Co. Salomon Brothers Inc

William Blair & Company A. G. Edwards & Sons, Inc. EuroPartners Securities Corporation

Swiss Bank Corporation International Securities Inc. UBS Securities Inc. ABD Securities Corporation Advest, Inc.

Arnhold and S. Bleichroeder, Inc. Robert W. Baird & Co. Bateman Eichler, Hill Richards Blunt Ellis & Loewi

Boettcher & Company, Inc. Butcher & Singer Inc. Cable, Howse & Ragen Dain Bosworth Daiwa Securities America Inc.

Eberstadt Fleming Inc. Eppler, Guerin & Turner, Inc. Fahnestock & Co. Inc. First Albany Corporation

First of Michigan Corporation Howard, Weil, Labouisse, Friedrichs Interstate Securities Corporation

Janney Montgomery Scott Inc. Johnson, Lane, Space, Smith & Co., Inc. Ladenburg, Thalmann & Co. Inc.

Legg Mason Wood Walker McDonald & Company Morgan Keegan & Company, Inc. Moseley Securities Corporation

Neuberger & Berman The Ohio Company Piper, Jaffray & Hopwood The Robinson-Humphrey Company, Inc.

Rothschild Inc. Sutro & Co. Tucker, Anthony & R. L. Day, Inc. Wheat, First Securities, Inc. Birz, Wilson Securities, Inc.

Brean Murray, Foster Securities Inc. The Chicago Corporation R. G. Dickinson & Co. The Illinois Company

Johnston, Lemon & Co. Josephthal & Co. The Milwaukee Company Morgan, Olmstead, Kennedy & Gardner

Newhard, Cook & Co. Parker/Hunter Raymond James & Associates, Inc. Richardson Greenshields Securities Inc.

Sanyo Securities America Inc. Seidler Amdec Securities Inc. Anderson & Strudwick Hanifen, Imhoff Inc.

Jesup & Lamont Securities Co., Inc. Keane Securities Co., Inc. Oberweis Securities, Inc. Raffensperger, Hughes & Co.

R. Rowland & Co. Scott & Stringfellow, Inc. Edward A. Viner & Co., Inc. Wedbush, Noble, Cooke, Inc.

This announcement appears as a matter of record only.

\$150,000,000

Commercial Paper Program

for

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supported by an irrevocable letter of credit provided by

Société Générale

MORGAN STANLEY & CO.

December 8, 1986

Thursday December 11 1986
FINANCE
Ports \$29m
Quarter loss
David Tappan, Fluor's chief...
Results for 1986 include...
1986 was a difficult year...
Operations showed improvement...
The company said the...
of assets reflected the...
and implementation of...
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environment that we face...
future.
For the first time...
Odeco reported a loss of...
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99, Safat, 13001 Kuwait

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National Bank of Kuwait

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Capital Markets Ltd
erzbank Aktiengesellschaft
Fleming (Securities) Ltd
Kleinwort Benson Ltd
Morgan Stanley International
Pratt Finance (Asia) Ltd
he Landesbank Girozentrale

INTERNATIONAL CAPITAL MARKETS and COMPANIES

Clare Pearson on the aftermath of the crisis in the undated floating-rate note market
Fate of perpetual FRNs in the balance

THE SMOKE is now clearing over the battlefield of the perpetual floating-rate note (FRN) market. After last week's crisis, when trading in perpetual floaters was temporarily suspended following massive price falls, the sector is now stabilising.

issue further perpetual floaters if they so wished. The Bank of England allows them to keep 90 per cent of their equity base in the form of perpetual FRNs.

ing international securities market. The merchant banks are likely to find it more difficult than the clearing banks to re-enter the market since there is no primary capital but nevertheless provided cheap long-term funds.

image before the recent crisis. A crop of 90-year issues launched during the summer, which included provisions for coupon payments to be reduced pro rata with dividend payments, did not go down well with investors.

But what these early deals had in their favour was a hefty yield over London interbank offered rates (Libor), a feature which became eroded as further issues were launched.

Convertible for Brierley likely to be increased

BY HAIG SIMONIAN
A GOOD crop of new issues in the Eurobond market kept syndicate managers busy yesterday. By contrast, colleagues in the secondary market for dollar-denominated paper had a quiet pre-Christmas day.

In Canadian dollars, the Province of Quebec issued a C\$150m 9 per cent 1997 bond. Led by Societe Generale, the paper was priced at 100 1/2.

straight issue for Jacobs Suchard International Finance (Cayman) was set at 3 per cent and the pricing was set at par. The exercise price for the warrants is \$12,500 and that for the "E" warrants \$9,000.

Austrian brick maker in share offer

By Our Euromarkets Staff
VEITSCHER Magnesitwerke, the Austrian heat-resistant brick producer, yesterday announced an international share offering worth about DM 30m equivalent.

Paris to place 20% of Paribas

By GEORGE GRAHAM IN PARIS
THE FRENCH Government plans to create a hard core of employees and 20 per cent will be sold to foreign investors.

Philippines creditor banks resume talks

By Richard Goursay in Manila
THE 12-MEMBER advisory committee of the Philippines' creditor banks is due to resume talks in New York today on the renegotiation of \$1.2bn of commercial debt.

NORITZ U.S. \$30,000,000 NORITZ CORPORATION 3 3/4 per cent Guaranteed Bonds due 1991 with Warrants to subscribe for shares of common stock of Noritz Corporation unconditionally and irrevocably guaranteed as to payment of principal and interest by The Taiyo Kobe Bank, Limited Issue Price 100 per cent. New Japan Securities Europe Limited, Taiyo Kobe International Limited, Nomura International Limited, Banque Paribas Capital Markets Limited, Credit Suisse First Boston Limited, DKB International Limited, Kleinwort Benson Limited, Kyowa Bank Nederland N.V., Merrill Lynch Capital Markets, Morgan Stanley International, The Nikko Securities Co., (Europe) Ltd., Nippon Kangyo Kakumaru (Europe) Limited, Sanwa International Limited, J. Henry Schroder Wagg & Co. Limited, Sumitomo Finance International, Wako International (Europe) Limited.

Aluisse sells further US plant
By John Wicks in Zurich
AS A further step in the restructuring of the light metals business, Aluisse, the Swiss aluminium group, has sold its Madison/Ilinois semi-production plant to Spectralite Corporation.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Closing prices on December 10
Change on... Yield...
STRAIGHTS
Aster Express 7 1/2 100 197 1/2 +0.04 8.09
Aussan 11 1/2 100 124 +0.02 9.26
Australia Govt 11 1/2 100 124 +0.02 9.26

Table with multiple columns: Bond Name, Issued, Face, Bid, Offer, Change on, Yield. Includes sections for STRAIGHTS, CONVERTIBLES, and NOTES.

BUSINESS LAW

A crimewatch by banks

By Derek Wheatley, QC

ILL-CONSIDERED proposals to extend the duties of the banks and to make them responsible for preventing the "laundering" of money stemming from all sorts of serious crime are in the air. The Criminal Justice Bill is now at its second reading and due to go into planning committee today. It could, so some people seem to think, become a vehicle for the realisation of such proposals. According to the Times (November 19), the Home Office may include in this Bill a clause which would extend the "laundering" offences of the Drug Trafficking Offences Act to all types of serious crime. Any such general extension could trigger off an avalanche of reports on the financial affairs of innocent bank clients whose instructions would be the suspicion of a young and inexperienced bank clerk. Drug trafficking was put forward as a special case. Parliament accepted it on that basis. Any general extension would involve us all since our financial affairs might be reported on the mere suspicion of, perhaps, a young clerk quite untrained in criminal detection. The clearing banks have instituted careful procedures to ensure that groundless suspicions are not reported but the provisions apply to all. An unusual transfer of funds, say to the Cayman Islands, might arouse suspicion but, in fact, may be merely the result of an expected windfall to a customer whose account was not normally very much in credit but who now wished to invest in a property. The confidentiality of banking affairs is enshrined in our law and the financial institution which makes wrongful disclosure faces a claim for damages by its customer. Our system is highly

esteemed. London is a great financial centre, because of the integrity of the system. Any exceptions to the duty of confidentiality should be very rare. In any event, this new method of tackling the growth of serious crime would be the wrong way. The revival of something old may be a better way. Before 1987 crimes were divided into felonies, in general all the more serious crimes, and misdemeanours, lesser crimes. Parliament passed the Criminal Law Act which abolished these classifications. Felonies are now classified, with other crimes, as "arrestable offences." Unfortunately by abolishing felony, the offence of misprision of felony was also abolished. This offence consisted of concealment of felony: any failure by anyone to report the committing of a felony within his knowledge. In one of the last cases of misprision, that of Sykes in 1981, Lord Denning said: "The arm of the law would be too short if it was powerless to reach those who are 'contact' men for thieves, or assist them to gather in the fruits of their crime; or who indulge in gang warfare and refuse to help in its suppression. There is no other offence of which such persons are guilty save that of misprision of felony." Misprision would have applied, for instance, where a person knew that his neighbours were perpetrating the Moors murders. The offence was punishable with imprisonment. All that is needed by Section 1(1) of the Criminal Law Act 1967 which states: "All distinctions between felony and misdemeanour are hereby abolished." There was no such offence afterwards, no sanction

whatever upon the man or woman who, with knowledge, however awful, did nothing, who "preferred not to know" but who did not actively participate in the crime itself so as to "aid and abet it." Since then, terrorism has become a frightening new evil. Under the terms of the Prevention of Terrorism (Temporary Provisions) Acts of 1976 and 1984, a person who has information which he knows or believes might be of material assistance in preventing terrorism or apprehending a terrorist, commits an offence punishable with five years' imprisonment if he does not disclose it to the police. But that relates only to terrorism, nothing else. Serious criticism of the offence of laundering is that to escape being charged the potential offender has to report a mere suspicion, not the actual knowledge which is a necessary ingredient for the prosecution to prove in the kindred and long established offence of being an accessory to a crime: not someone who "aids and abets, counsels or procures," who must be an actual participant and who, indeed, could be a leecher of money, the proceeds of any crime; nor the "knowledge or belief" necessary in order to saddle any person with the crime of failing to give information about acts of terrorism. Apart from knowledge of terrorism or laundering of drug trafficking money with suspicion, there remains no penalty for those who know of other crimes, however serious, but do nothing. This seems curious. Although drug trafficking can be very serious, not everybody would accept that selling carnal acts was more serious than murder, rape,

grievous bodily harm, and many other crimes, unreported knowledge of which carries no sanction. Somebody with knowledge of the identity of a multiple repeat incurs no penalty by staying quiet. Instead of suggesting an extension of the laundering offence, based on suspicion alone and effective only after the crime has been committed, the Government could revive the offence of misprision, which would apply to every type of serious crime, at every stage. It might prevent a crime being committed at all. There are unlikely to be any financial proceeds of terrorism or murder for political aims. Mugging or mayhem may produce no profit. There will almost certainly be no detectable financial proceeds for the multiple rapist. In any event, the perpetrator may have no bank account or wish to invest in funds in the UK or abroad. It should, once again, be against the criminal law to fail to report all serious crime. And the maximum penalty should always be the same, not 14 years for laundering drug trafficking money and only five years for keeping silent with knowledge of terrorist activity. As legal adviser to a clearing bank I am worried about the innocent clerk of any financial institution who is too shy or too uncertain to report his suspicions, or who simply forgets. I am even more worried by the man who knows of a serious crime but who commits no offence at all by not reporting it. The author is legal adviser to Lloyds Bank and chairman of the legal committee of the clearing banks. The views expressed in this article, however, are his own. A. H. Harman's article will appear tomorrow.

APPOINTMENTS

Top National Westminster Bank posts

Mr Terry Green, general manager of NATIONAL WESTMINSTER BANKS business development division, has been appointed a deputy group chief executive from July 1 succeeding Mr Peter Green, who is already announced, becomes group chief executive. Mr Green and Mr John Finlow, general manager of related banking services division, have been appointed main board directors. Mr John Melbourne becomes general manager of international banking division following Mr Ross Bennett's retirement on June 1. Mr Melbourne is the division's deputy general manager.

Crispe, has become commercial director of Del Monte. Mr David Tostevin has been appointed to the board of THOMPSON AND MORGAN, French, as director of purchasing and production. He was purchasing and production manager. Mr L. A. Lincoln has been appointed to the board of DE BEERS CONSOLIDATED MINES. Mr Lincoln, finance manager of the De Beers Group, is also a director of Anglo American Investment Trust, Anglo American Industrial Corporation and financial director of the diamond services division of Anglo American Corporation.

positions with British Telecom and Bestobell. Mr Peter Davis, chief executive of REED INTERNATIONAL, will succeed Mr D. T. (Squire) Wilkins as chairman of consumer publishing group following Mr Wilkins' retirement on December 31. He will also succeed Mr Ron Chilton as chairman of IPC Magazines when Mr Chilton retires on March 31. Mr John Bellon, at present deputy chief executive, will become chief executive of IPC Magazines on January 1. Mr John Matthews will become managing director of IPC Sales & Distribution from January 1. He will join the board of IPC Magazines. Mr Andrew Walker, managing director of the Holborn Group, will join the board of IPC Magazines on January 1. Mr Alastair H. Munro, technical director of JOHN MCGAVIN AND CO, Glasgow, has also been appointed general manager of the newly-created oew products division.

STANCLIFFE, Leeds, part of Allied Provincial Securities, has appointed Mr John Cooper as a consultant. Mr Cooper is chairman of Equity Finance Trust Holdings and is a director of Frontprint and Moss Advertising Group. STC has appointed Mr J. R. Bannister as managing director of STC Distributors. He takes over from Mr A. S. Bevis, who becomes chairman until his retirement in June 1987. Mr Bannister has sales and marketing director. WHITECROFT has made the following appointments in its lighting division: at Moorfield Electrical Mr John Harman, works director; at Brierley and general manager; and at Silvertown Lighting Mr Ivor Cole, commercial director, and Mr Peter C. Turner, sales and marketing director. Mr Donald Marr of Dunedin Fund Managers, has been appointed to a two-year term as a chairman of the ASSOCIATION OF INVESTMENT TRUST COMPANIES in succession to Mr James Ferguson of Stewart Ivory and Co. Mr J. R. Harrison, has been appointed assistant general manager (marketing) from January 1 at REFUGE ASSURANCE. Y. J. LOVELL (HOLDINGS) has appointed Mr Red Wakcham as a new board director from January 1, he will continue as managing director of Lovell Partnerships, Rendell Partnership Developments and PROBE. C. H. BEAZER (HOLDINGS) has appointed Mr Alan H. Keat, partner in Travers Smith Braithwaite, as a non-executive director. WOOD GUNBY INC has appointed Mr Robert J. Edge as syndicate manager of international new issues based in London. Mr Edge is a director in syndication responsibilities. Mr George Stanes continues as director, syndication, and will devote more time to European clients. Mr R. F. Cochran has been appointed sales director of CRONITE ALLOYS at Drunfield, near Sheffield. For the past six years he has been employed by Ireland Alloys (Sheffield) with general responsibility for sales of specific metals and alloys, both in the UK and overseas. NABISCO GROUP has appointed Mr David Neave managing director of Smiths Crisps. He was managing director of Del Monte Foods, another member of the Nabisco Group. In this role he reports to Mr Alan Beeve, group managing director - snacks, within Nabisco. Del Monte Foods (UK and Elre) has now come under the responsibility of Mr Charles Auld, group managing director. Mr Michael Whitaker, sales director of Smiths

Company Notices

FIDELITY ORIENT FUND Société d'Investissement à Capital Variable 37, rue Notre-Dame, Luxembourg R.C. Luxembourg B19061 Notice of Annual General Meeting Notice is hereby given that the Annual General Meeting of the shareholders of Fidelity Orient Fund, a société d'investissement à capital variable organized under the laws of the Grand-Duché de Luxembourg (the "Fund"), will be held at the principal and registered office of the Fund, 37, rue Notre-Dame, Luxembourg, at 11.00 a.m. on December 29, 1986, specifically but without limitation, for the following purposes: 1. Presentation of the report of the Board of Directors; 2. Presentation of the report of the Statutory Auditor; 3. Approval of the balance sheet as at August 31, 1986, and income statement for the fiscal year ended August 31, 1986; 4. Discharge of Board of Directors and the Statutory Auditor; 5. Election of eight (8) directors, specifically the re-election of all present directors, Messrs. Edward C. Johnson, Ed. William L. Byrnes, Charles A. France, Stanislas Kurckowa, John M.S. Patton, Harry G.A. Soggerman and H.F. Van den Hoven and Finimatus; 6. Election of the Statutory Auditor, specifically the re-election of the present Statutory Auditor, Maurice J. Sargent. Consideration of such other business as may properly come before the meeting. Approval of the above items of the agenda will require no quorum and the affirmative vote of a majority of the shares present or represented at the meeting. Subject to the limitations imposed by law and the Articles of Incorporation of the Fund, each share is entitled to one vote. A shareholder may act as proxy by proxy. Dated November 27, 1986 By order of the Board of Directors

FIDELITY FRONTIER FUND Société d'Investissement à Capital Variable 37, rue Notre-Dame, Luxembourg R.C. Luxembourg B19094 Notice of Annual General Meeting Notice is hereby given that the Annual General Meeting of the shareholders of Fidelity Frontier Fund, a société d'investissement à capital variable organized under the laws of the Grand-Duché de Luxembourg (the "Fund"), will be held at the principal and registered office of the Fund, 37, rue Notre-Dame, Luxembourg, at 11.00 a.m. on December 29, 1986, specifically but without limitation, for the following purposes: 1. Presentation of the report of the Board of Directors; 2. Presentation of the report of the Statutory Auditor; 3. Approval of the balance sheet as at August 31, 1986, and income statement for the fiscal year ended August 31, 1986; 4. Discharge of Board of Directors and the Statutory Auditor; 5. Election of eight (8) directors, specifically the re-election of all present directors, Messrs. Edward C. Johnson, Ed. William L. Byrnes, Charles A. France, Stanislas Kurckowa, John M.S. Patton, Harry G.A. Soggerman and H.F. Van den Hoven and Finimatus; 6. Election of the Statutory Auditor, specifically the re-election of the present Statutory Auditor, Maurice J. Sargent. Consideration of such other business as may properly come before the meeting. Approval of the above items of the agenda will require no quorum and the affirmative vote of a majority of the shares present or represented at the meeting. Subject to the limitations imposed by law and the Articles of Incorporation of the Fund, each share is entitled to one vote. A shareholder may act as proxy by proxy. Dated November 27, 1986 By order of the Board of Directors

Can Europe catch up? A bound reprint of a series of articles "Can Europe catch up?" and "Towards a Free Trade Community" - previously published in the Financial Times during 1985 - is now available price £4.95 including postage and packing. To place your order please send a cheque (payable to Financial Times Ltd) to: Publicity Department Brackley House, 10 Cannon Street London EC4A 3DF

Here's why today's storage heaters have such wide appeal.

We'd like to demonstrate to the business community just how different the modern electric storage heater is from the big old brutes of the past. So take this page, fold it so only this ad is showing, and hold it at right angles to the wall. That's how deep a modern storage heater can be.

THE INSIDE STORY. This remarkable achievement is thanks to new cores made of a high-density iron oxide material that has 68 per cent more heat storage capacity than earlier materials, plus Microtherm insulation three times as effective as mineral wool.

NOW YOU'RE IN CONTROL. New control systems make even more efficient use of the energy used. Taking advantage of low-cost, night-rate electricity, weather sensors can determine the amount of heat to be stored for use next day. Damper controls hold back some heat to be ready when it's needed.

SMALLER HEATERS, SMALLER BILLS. Modern electric storage heating has never been more energy efficient. Add to that the remarkably low equipment and installation costs compared to most other fuel systems, and you'll see another reason why the modern electric storage heater has so much appeal today.

If you'd like to find out how slimline electric storage heaters can slim down heating bills, phone Freeline BuildElectric or cut out the coupon.

Please send me more information on energy efficient electric heating. Post to: Electricity Publications, PO Box 2, Feltham, Middlesex TW14 0TG. Name: Position: Company/Address: Post Code: Tel: HEATELECTRIC Energy for Life The Electricity Council, England and Wales.

UK COMPANY NEWS

DISTILLERS GIVES PROFITS A SHARP BOOST

Enlarged Guinness surges to £241m

BY CHARLES BATCHELOR

Guinness, the brewing and distilling group which is currently facing a Department of Trade investigation, nearly trebled its pre-tax profits to £241m from £86m in the year ended September 30 1988.

Guinness was achieved despite a four-fold devaluation of the Nigerian Naira which cost the company £9m.

Turnover rose by 96 per cent from £1.15bn to £2.23bn. Earnings per 25p share rose 13 per cent from 25.3p to 28.5p.

Guinness said it was doing all it could to insulate its senior board members and the managing directors of its operating divisions from the Department of Trade probe which is now going on to allow them to manage the company.

Further £42m of disposals by Beecham

By Tony Jackson

Beecham is to sell the UK and European parts of its home improvement business to Henkel of West Germany for £42m.

Thorn EMI profits more than trebled at £41.5m

BY DAVID THOMAS

Thorn EMI's pre-tax profits for the six months to the end of September more than trebled to £41.5m, against £11.4m for the same period last year.



Sir Graham Wilkins (left), chairman and chief executive of Thorn EMI and Mr Colin Southgate, managing director of Thorn EMI.

Morceau falls to £1.95m

By Philip Cogan

AS SIGNALED last week, pre-tax profits at Morceau Holdings, the specialist fire protection group, fell to £1.95m in the year to September 30 from £2.07m in the previous 12 months.

Charter beats City expectations

Charter Consolidated, the manufacturing, construction, mining and finance group, exceeded City expectations when it reported pre-tax profit up from £1.1m to £1.9m in the six months to September 30 1988.

Other sectors showed the following operating profit: building products, £3.6m (£3m); rail track equipment, £4.4m (£2.7m); licenses and equipment, £607,000 (£735,000); industrial contracting, £16,000 (£44,000); financial and administration, £190,000 (£151,000).

Changes in Johannesburg and at Charter over the past year mean that what was once just a motley collection of owned/part-owned businesses put together by Harry Oppenheimer is looking (being encouraged?) to spread its own wings.

Belhaven Brewery calls for £14m and plans disposals

BY NIKKI TAIT

MR RAYMOND MIQUEL, the former chairman of Scotch whisky group Arthur Bell, yesterday unveiled his plans for Belhaven Brewery, where he moved in as chairman and chief executive in September.

AB Electronic expects second half growth

By Robin Reeves

AB Electronic Products Group will achieve good profits growth next year, Mr Henry Kroch, the group's retiring chairman, told the annual meeting in Cardiff yesterday.

Assoc. Paper improves to £5m

Assoc. Paper improves to £5m

A SHARP improvement by its stamping foils activities enabled Associated Paper Industries to lift its 1988-89 profits to £5.45m pre-tax, an increase of 9 per cent over last year's £4.62m.

Overall and that opportunities in stamping foils were considerable. Furthermore, they believed that the Tenzu companies, acquired in June, had great potential for further expansion.

The overall results of the papermaking and converting division took into account a provision of £200,000 which arose from the failure of a customer and an investment of some £268,000 in the development of the new electron beam coating technology at Eilers.

U.S.\$50,000,000 Credit Chimique Floating Rate Notes Due 1996. In accordance with the provisions of the Notes, notice is hereby given that for the interest period from 11th December, 1986 to 11th June, 1987 the Notes will carry an Interest Rate of 6 1/4% per annum.

Bankers Trust New York Corporation US\$300,000,000 Floating Rate Subordinated Notes due 2000. For the three months 11th December, 1986 to 11th March, 1987 the Notes will carry an interest rate of 6 1/4% per annum.

The Bear Stearns Companies Inc (A corporation organised under the laws of the State of Delaware, USA) US\$ 200,000,000 Floating Rate Notes Due 1994. For the three month period 10th December, 1986 to 10th March, 1987 the Notes will carry an Interest Rate of 6 1/4% per annum.

Alex Russell advances to £1.7m

Alexander Russell, which is engaged in quarrying, coal recovery and the distribution of building supplies, reported an advance from £1m to £1.7m in pre-tax profit for the half year ended September 30 1988.

On turnover of £16.9m (£15.25m) the trading profit rose from £1.38m to £1.7m. Further benefits came from the elimination of exchange losses - \$373,000 last time.

Micro Scope pulls back first half fall

Micro Scope halted its profit decline in the second half and for the year ended October 1 1988 finished with a pre-tax balance of £941,000, against £1.08m.

The electronics sector has been rather swash with companies which have geared up for growth which didn't happen and the £300,000 spent on Micro Scope's new headquarters may yet prove to be another example.

THE MORTGAGE BANK AND FINANCIAL ADMINISTRATION AGENCY OF THE KINGDOM OF DENMARK. U.S.\$80,000,000 Guaranteed Floating Rate due 1990, Series 34. Unconditionally guaranteed by The Kingdom of Denmark.

M.I.M. Holdings Limited US\$100,000,000 Floating Rate Notes due June 1994. Holders of Floating Rate Notes of the above issue are hereby notified that for the interest period from December 12, 1988 to June 12, 1989 the following information is relevant.

HYUNDAI ENGINEERING & CONSTRUCTION CO., LTD. USS50,000,000 Floating Rate Notes Due 1993. In accordance with the provisions of the Floating Rate Notes, notice is hereby given as follows:

Public Works Loan Board rates. Effective December 10. Non-quota loans A* repaid at intervals. Table with columns for Years, Interest Rate, and Repayment terms.

UK COMPANY NEWS

Swedish Match acquires Pegulan in £104m deal

By Kevin Done in Stockholm and Clay Harris in London

Batig, BAT Industries' West German subsidiary, has agreed to sell the Pegulan floor-coverings group to Swedish Match in a deal worth about DM 300m (£104m).

Pegulan's local management had sought to counter the takeover with suggestions of a management buy-out or a stock market flotation.

Nordic countries but has been relatively weak in central Europe. Pegulan had a leading position in West Germany and good market shares in France, the Netherlands and Austria, he said.



Chairman and chief executive, Southgate, managing director things more right than re

AB Electronic Group will achieve growth next year, Mr Kroon, the group's chairman, told the analysts in Cardiff yesterday.

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Pilkington hits out at BTR in its bid defence

Pilkington Brothers, which is fighting a £1.1bn takeover bid from BTR, claimed yesterday that its leadership of the world glass industry would be threatened if it vanished into a conglomerate of businesses with short-term horizons.

The claim came in its formal defence document. Mr Antony Pilkington, the chairman, told shareholders that the future of the group mattered to "British technology, to British industry, to Britain in the widest sense."

Inchcape to buy Clarkson Puckle

By Nick Bunker, Insurance Correspondent

Inchcape, the international trading conglomerate, has agreed to pay £4.1m to buy Clarkson Puckle, the insurance brokers acquired by Dalgety, the food and agricultural group, in July 1985.

Inchcape will be making the purchase via its subsidiary Bain Dawes, one of the UK's top ten insurance brokers. The total consideration includes some £3m made up of the repayment of an intra-group loan made by Dalgety to Clarkson Puckle.

Clarkson Puckle made a pre-tax profit of £2.9m in the 18 months to June 30, but the figure for the 1986 calendar year is expected to be not less than £4.3m. Turnover for the year is expected to be about £40m.

First member for Third Market

By Alice Rawsthorn

The Unit Group, a manufacturer of timber pallets, yesterday became the first company to announce firm proposals to join the Third Market, the forum for dealings in the shares of young, unquoted companies which the Stock Exchange intends to introduce early in the New Year.

OTC market and, having recently become a member of the Stock Exchange, intends to play an active part in the Third Market.

Although the Unit Group would, in theory, be able to go public on the USM or main market, it opted for the Third Market because, as Mr Jeffrey Gilbey its managing director put it, the management team is relatively new and felt the company was not yet able to cope with the exposure meted out to USM and listed companies.

The company is eligible for inclusion in the Government's Business Expansion Scheme, thus individual investors will be able to claim BES tax relief on their investments.

The Unit Group claims to be the largest manufacturer of timber pallets in the UK. It also manufactures reels and drums and keg spacers.

Rushlake Holdings, the private company owned by the Jivraj family, continues to nibble away at Mitchell Cotts, the troubled engineering chemicals and trading group. It disclosed yesterday that its stake had risen from 11.4 to 12.28 per cent.

The stock exchange envisages the market as a more tightly regulated version of the over-the-counter market now conducted off the Stock Exchange floor by licensed securities dealers.

Rushlake said that it had had no contact with Tipbook, the leasing company which was recently revealed as the holder of a 4.9 per cent stake in Mitchell Cotts. With regard to its future plans, a spokesman for Rushlake commented: "It's an interesting situation and we're reviewing it day by day."

Thus far at least 15 companies have indicated to the Stock Exchange that they intend to use the Third Market as a forum for dealings in their shares when it begins trading on January 26.

The Unit Group will join the Third Market through an offer for subscription sponsored by Guidehouse Securities. Guidehouse has been active in the

Eagle Star pulls out of US

Eagle Star, the insurance subsidiary of BAT Industries, is to end its 60-year-old involvement in the US insurance market by selling its New York-based operation, Eagle Star Insurance Company of America, Inc.

Star's US operation is a very small player in the North American general insurance market. Its business this year was 75 per cent in commercial lines, and 25 per cent in personal classes of insurance.

The American company produced less than 5 per cent of Eagle Star's worldwide premium income, Mr Broughton said. After the sale, Eagle Star will continue to write US marine insurance, but this will be done directly from London.

Irish Distillers 70% ahead

By Alice Rawsthorn in London and Hugh Carnegie in Dublin

The Irish Distillers Group watched its shares rise by 14p to 203p yesterday when it announced a 70 per cent increase in pre-tax profits to £12.92m in the year to September 30 despite a downturn in demand from its domestic market and its corn export market, the US.

Progress of its new product, West Coast Cooler, was rather slower than expected in its new markets, the UK and Holland. Irish Distillers has opted to increase the price of the product's buoyant Australian market into developing new markets.

performance in the 1984-85 financial year when the company was hit by a strike. The share in profits from associated companies increased to £269,000 (£28,000). Earnings per share rose to 16.28p (10.28p) and the board proposes to pay a final dividend (including a related tax credit) equivalent to 7.3p.

But the Jaguar car along with the company's two other electronics units should make a major contribution to profits growth in 1987, Mr Kroon said.

According to the managing director, Mr Richard Burrows, the fall in sales is attributed to a reduced contribution from United Drug, the pharmaceutical distributor in which Irish Distillers reduced its holding earlier in the year, and the core business showed some modest, underlying growth.

Trading profits rose to £12.66m (£7.63m), although all the profits growth should be compared to an unusually poor

DIVIDENDS ANNOUNCED

Table with columns for company name, dividend amount, and date. Includes Alsprung, Albion, Assoc Papers, Bellmaney, Booth Industries, BTF, Charter Const, Crystallite, Derwent, Guinness, Havelock Europe, Irish Distillers, McCarthy & Stone, M&G Second Dual Int, Micro Scope, Morecam Holdings, Reed Executive, Alexander Russell Int, Samuelson, Stakis, Tex Holdings, Thorn EMI.

Dividends shown pence per share net except where otherwise stated. * Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock. § Unquoted stock. ¶ Final of at least 6.1p (5.5p) forecast. † Irish currency.

Westwood Dawes warns of large loss

Westwood Dawes, the mechanical handling engineer, has issued a circular warning of a £200,000 loss for the year in order to avoid a false market in the company's shares. It had predicted a better second half after half-year losses of £88,130.

KMG Thomson McLintock, the company's new auditors, have written to shareholders warning of the expected loss for the year to December 31, including exceptional items of about £60,000.

Mr Dan Slabbert was appointed managing director after Mr Roger Allsop's resignation in September. He said the company had identified and tackled the problem areas and was confident of a return to profitability by late next year.

Westwood plans to modernise the Stowbridge factory to enable Westwood to move into the more lucrative larger contracts and escape the increasing competitiveness and higher costs of the small-order jobbing side.

It is also switching from an "unsatisfactory" sales agency network to an in-house sales and marketing team. A new sales director, Mr Alan Bowler, has already been appointed.

"We're looking at a cost of between £150,000 and £200,000 to set up the sales and marketing side and equipment," said Mr Slabbert.

Westwood has no outstanding bank loans, he said, with £350,000 on call and a £250,000 bank overdraft facility.

"Our average order size is £500. We would like to get that up to £10,000. And since the appointment of the sales team we can already see an increase in the work coming in."

Westwood shares closed down 2p at 55p.

APV purchase

APV Holdings, the food processing equipment group, has reached provisional agreement to purchase W. & C. Pastic, an Essex, UK, company for around £2.25m. Pastic specialises in material handling equipment, conveying and control systems, and has an annual turnover of around £8m.

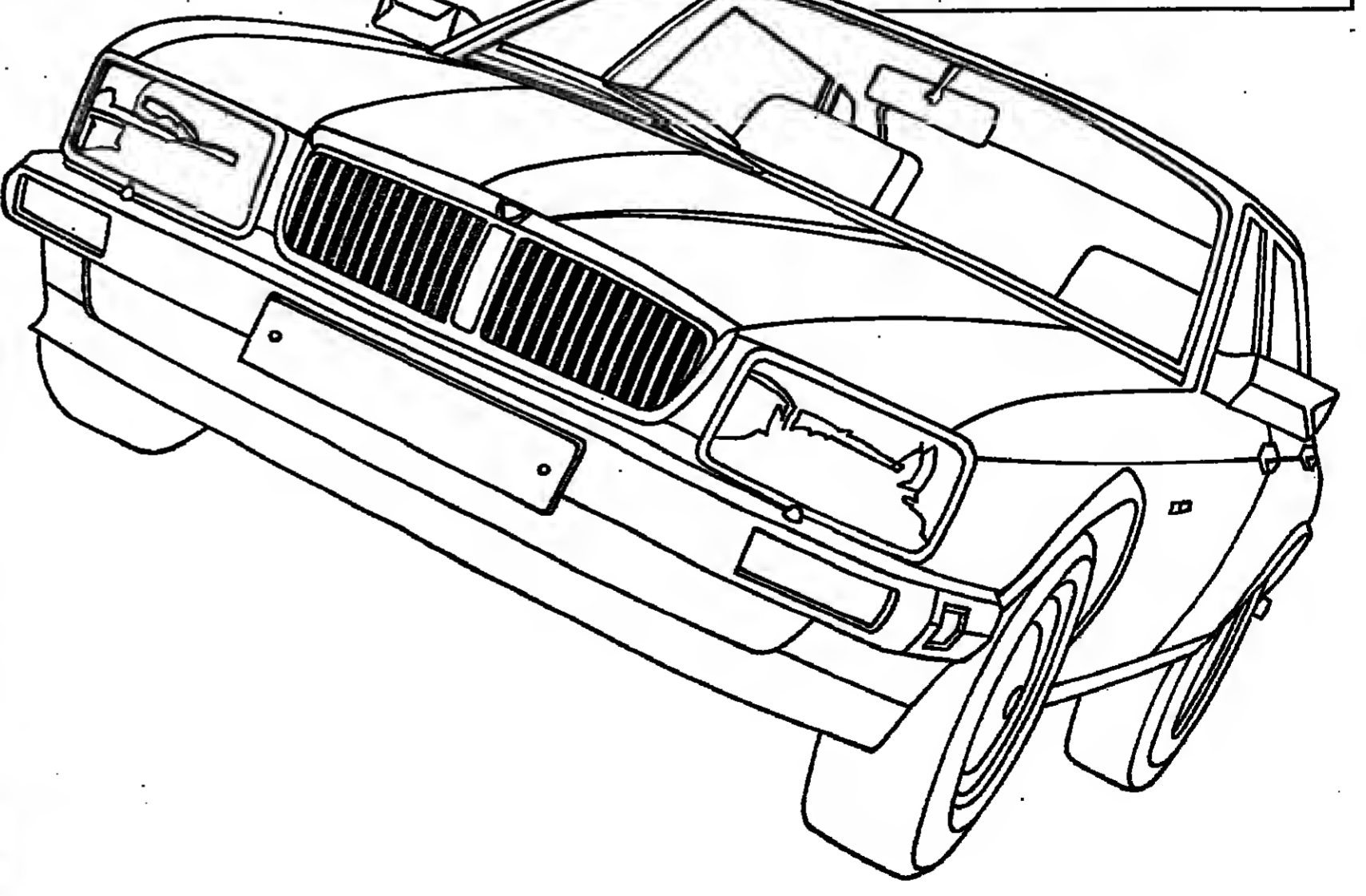
Mantronics, a Leicester company specialising in the development of microwave technology has also joined the APV group.

The Royal Bank of Scotland Group plc US\$350,000,000 Undated Floating Rate Primary Capital Notes. In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from 11th December 1986 to 11th June 1987 the Notes will bear a Rate of Interest of 6 7/8% per annum. The amount of interest payable on 11th June 1987 will be US\$319.13 per US\$10,000 Note and US\$7778.30 per US\$250,000 Note. Agent Bank: CHARTERHOUSE BANK LIMITED.

HALF YEAR RESULTS SEE PAGE 32 THORN EMI FROM THE HIGH STREET TO HIGH TECHNOLOGY

I.G. INDEX FT for December 1,283-1,289 (unchanged) Tel: 01-283 5899

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UK COMPANY NEWS

Sketchley in agreed bid for Equipu

BY CLAY HARRIS

Sketchley is to buy Equipu, the photocopier and computer services group, in an agreed shares-and-cash offer worth £20.7m.

Mr Malcolm Glenn, chief executive of the dry cleaning and services group, said yesterday that the acquisition brought Sketchley into a fast-growing but fragmented market that was ripe for consolidation.

Bristol-based Equipu leases and services Nashua, Ricoh and Minolta photocopiers, as well as selling a broad range of other office equipment, including microcomputers, peripherals and software, cash tills and furniture.

Equipu will continue to trade as a separate company and Mr

Philip Bradshaw, chairman and chief executive, will join the Sketchley board. Sketchley plans nationwide expansion for Equipu within three years, largely by acquisition. At present, Equipu's strength is in the south and west of England, south Wales and in Scotland, where it bought photocopier dealer Purdie & Kirkpatrick in 1984.

Sketchley also forecast yesterday a final dividend of at least 13p (12.5p) for a total of 19p (17.5p) for the year to March. It expected no earnings dilution from the Equipu acquisition.

After the acquisition, Sketchley's original dry cleaning operations in the UK and Canada will account for only

about 40 per cent of turnover. Earlier this year, it moved into catering and vending with the purchase of Breakmets and workwear manufacturers with CCM.

In a full year, Sketchley expects turnover to return to the £150m level achieved before the disposal of its US uniform rental and diaper services.

The UK will account for about 90 per cent of sales, however, against less than half before the US sales.

Problems in a computer supplies company contributed to an 11 per cent reduction in Equipu's pre-tax profit to £1.94m in the year to April. On sales of 53 per cent ahead at £23.6m.

Sketchley also reported a decline in its most recent period, the half year to September 26, with profit falling by 10 per cent to £5.55m on turnover from continuing operations cut by 11 per cent to £70m.

Sketchley is offering one new share plus 100p in cash or loan notes for every two Equipu shares. Sketchley shares shed 1p to 444p, valuing Equipu shares at 272p against 262p in the market, a 56p rise from the price at which they were suspended on Tuesday.

The offer has been accepted by directors and other shareholders representing 50.2 per cent of Equipu's shares.

Crystalate on target with 46% profit jump

Although sales of Crystalate Holdings, maker of electric products, rose only a modest 5.5 per cent to £66.47m, pre-tax profits jumped 46 per cent from £4.8m to £7.01m in the year ended September 30 1986.

The result compared with a forecast of not less than £8.2m made in October at the time of the £12m acquisition of the resistive products division of US company, TRW.

The profit included a higher contribution of £622,000 (£1,000) from the sale of investments. Tax charge was £2.03m (£912,000) and last year there were also minorities of £94,000 and an extraordinary debit of £2.68m.

Earnings per 5p share were 21.14p (16.53p) basic or 17.76p (12.91p) fully diluted. The final dividend is 3.25p (2.7p) for a total payment of 4.50p to 5.1p net.

Ladbroke US deal

London & Leeds Corporation, the Ladbroke Group's USA property division, is to pay \$7.75m (£3.44m) for a partly completed 35-acre residential development in White Plains, Westchester, New York State. The 70 apartments will be completed within 18 months at a cost of \$13m and have an estimated total sales value of \$30m.

McCarthy & Stone shares surge on strong growth and prospects

SUBSTANTIAL progress was made by McCarthy & Stone in the year ended August 31 1986 with turnover rising 77 per cent and pre-tax profit 68 per cent to £16.1m. The group sells and manages sheltered housing, including holiday developments.

The directors said the group's financial strength had never been greater, backed up by the £18m rights issue in June, the current year had started well and they looked for further success.

The City reacted favourably to yesterday's statement and the shares closed 45p higher. Turnover in 1985-86 totalled £67.15m (£57.9m), with the sales of sheltered accommodation rising 49 per cent to 1,769 units.

The increase was spread over all regions, with significant contribution from areas away from the traditional retirement area of the South of England. In the Midlands and North, sales totalled 738 and in Scotland 104.

The final dividend is 2.51p on the increased capital to make 3.33p net (2.72p).

The group's move into nursing homes continued to gather pace. The first one at Bexhill-on-Sea was opened and sites for further homes were acquired at Great Dunmow, Essex, and Bourneborough. The second scheme at Upton in the Wirral will be opened in the spring. Also, last month, the first holiday development was opened at Santa Ponsa, Majorca, and

initial bookings were encouraging.

Contracts have been exchanged for the acquisition of the first site in France where construction was expected to start in the spring. A site had been acquired for a sheltered scheme in Dublin.

After tax and minorities, stated earnings per share for 1985-86 were 22.71p (13.6p) basic and 20.91p (13.14p) diluted.

In the first three months of the current year sheltered unit sales were around 50 per cent higher.

comment

As Britain gets gradually older, the profits of McCarthy &

Stone seem to get higher and higher. There is still not too much competition in the sheltered housing market and it seems that all McCarthy has to do is buy more sites to make more money. This year the group will continue to move up-market and into London with a consequent increase in the average selling price per unit and as sales are already showing a 50 per cent increase, there seems little to stop a £25m pre-tax profit. In the long term, only nasty shocks in the new nursing home programme is likely to disrupt McCarthy's progress, since it does not depend on rising house prices. Even at 300p up 58p on the day, the shares do not seem overpriced on a prospective p/e of 10.

Cowie ups Appleyard stake

T. Cowie and parties acting in concert have increased their stake in Appleyard Group from 9.62 per cent to 10.37 per cent. Both companies are motor dealers based in the north of England.

Mr Ian Appleyard, chairman

of the Yorkshire-based group, said yesterday that the two companies had not had further talks since a Cowie takeover initiative foundered in October, in part over disagreement about the effect on Appleyard's five Jaguar dealerships.

BOARD MEETINGS

TODAY	FUTURE DATES
Inbetween: British Building and Engineering Appliances, British Telecom, H. P. Bulmer, Dac Corporation, Gee/Rosen Organisation, Great Universal Stores, Ladbroke Inc, Nottingham Brick, Phoenix Timber, Sytans, Wagon Industrial, Yellowhammer.	Inbetween: Mansfield Brewery, Mariner Development, Finlay, Guinness Part
Pope, Flexible Castors and Wheels, First Union General Investment Trust, Gold Fields Coal, Paricos, RHP, Sidlaw, Westland, Wharfedale, John Williams of Cardiff.	Dec 17 Dec 15 Dec 18

Booth extends recovery and further progress seen

Booth Industries, which swung back into the black in the second six months of 1985-86, continued its recovery to the opening half of the current year and for the period returned profits of £17,605 pre-tax against previous losses of £373,940.

The directors said yesterday that they expected the improved performance to continue for the rest of the financial year with the second half being at least as good as the first.

Meanwhile, shareholders are to receive an interim dividend of 1p net per 25p share—they received a single payment of 1p

(2p) for the 1985-86 year as a whole when pre-tax profits totalled £70,000 (£112,000).

Turnover for the half year to September 30 1986 declined from £6.5m to £6.04m—the group is a structural and welding engineer.

The directors said they were continuing the process of implementing a number of organisational changes, including the consolidation of activities at Hulton Steelworks, to give more flexibility of manufacturing to meet the changes in demand.

First half earnings were 5.8p (losses 43.14p).

Deritend at £0.9m and further growth expected

Deritend Stamping, the Worcestershire-based forgings, castings and electrical installations and repair group, raised its first-half profits from £704,000 to £905,000 and is lifting its interim dividend by 0.5p to 2.7p net.

The directors said yesterday that although an improvement to the first-half performance was expected, it would probably not be as significant as the 200 per cent increase achieved in the final period of the previous year.

Turnover for the first half (to August 31 1986) totalled £21.05m (£20m). Tax rose to £404,000 (£260,000) and left earnings at 8.5p (8.42p) per 50p share.

In October the group disposed of South Wales Forgemasters and Hayes Shell-Cast for a total £1.08m, including the repayment of inter-company indebtedness.

These disposals gave rise to a loss of some £1.25m which will be dealt with as an extraordinary item in the full accounts.

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Banque Nationale de Paris
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Deutsche Bank Capital Markets Limited
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Banque Bruxelles Lambert S.A.
Banque Paribas Capital Markets Limited
Daiwa Europe Limited
EBC Amro Bank Limited
Union Bank of Switzerland (Securities) Limited

Julius Baer International Limited Banca Commerciale Italiana Banca del Gottardo Banca della Svizzera Italiana Bank Heusser & Co., Ltd.
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Compagnie de Banque et d'Investissements, CBI County Securities Limited Crédit Commercial de France Dresdner Bank Aktiengesellschaft
Enskilda Securities - Skandinaviska Enskilda Limited Finter Bank Generale Bank Genossenschaftliche Zentralbank Aktiengesellschaft
HandelsBank NW (Overseas) Ltd Hentsch & Cie IMI Capital Markets (UK) Ltd Kredietbank N.V. Lazard Frères et Cie
The Nikko Securities Co., (Europe) Ltd Nippon Kangyo Kakumaru (Europe) Limited Ord Minnett Limited Pictet International Ltd
Pierson, Heldring & Pierson N.V. Private Trust Bank Corporation, Vaduz Société Bancaire Julius Baer Société Générale
Swiss Volksbank Toyo Trust International Limited Vereins- und Westbank Aktiengesellschaft S.G. Warburg Securities
Westdeutsche Landesbank Girozentrale Yamaichi International (Europe) Limited Yasuda Trust Europe Limited

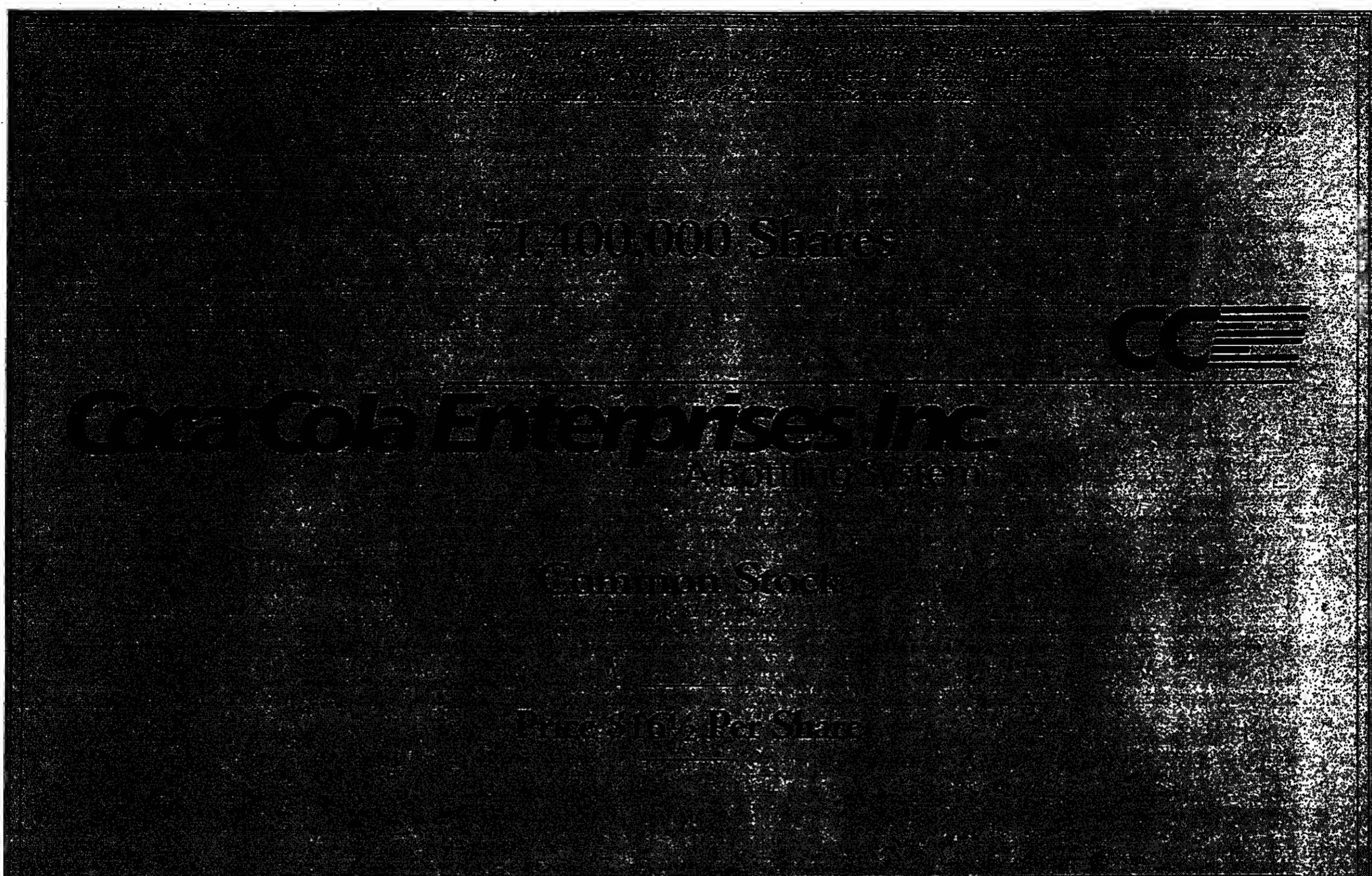
December 11 1986
 Shares surge
 d prospects
 Stone seem to get higher. There is still much competition in the market. It seems that all the money is going to do is buy more shares. The group will continue to market and continue to sell. Consequently, the price of the shares is already per cent increase. It is little to stop a share profit. In the long term, it is to disrupt the program since it does not seem to be up 88p on the day. It does not seem overvalued & prospective p/e of 16.

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D MEETINGS
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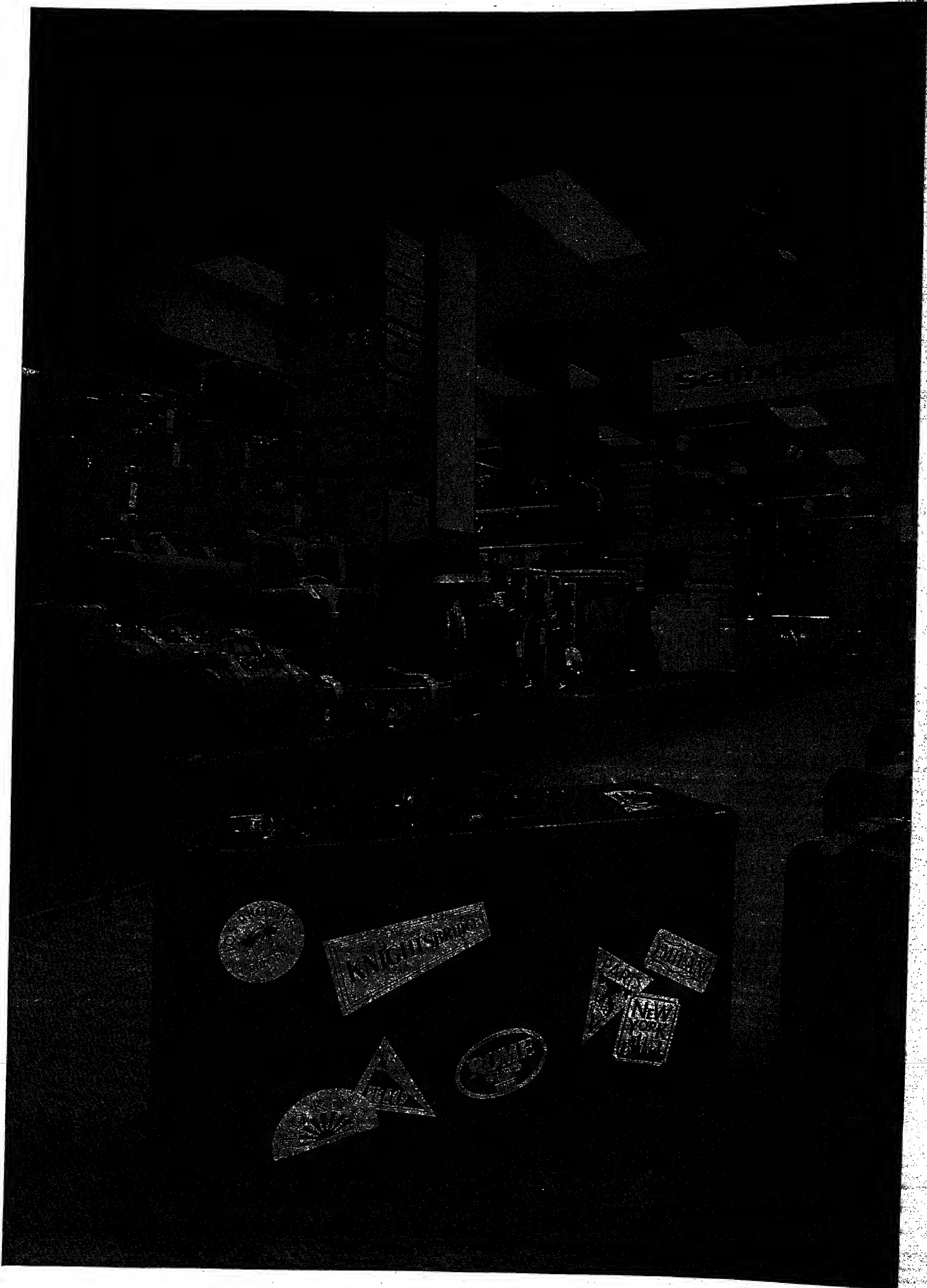
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 The First Boston Corporation
 Salomon Brothers Inc
 Shearson Lehman Brothers Inc.

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| L.H. Alton & Company | Baer & Company Incorporated | Carolina Securities Corporation | B.C. Christopher Securities Co. Incorporated | Daniels & Bell, Inc. Incorporated | Doley Securities Inc. Incorporated |
| Equitable Securities Corporation | Hamerslag, Kempner & Co. Incorporated | The Illinois Company Incorporated | Kesselman & Company Incorporated | Emmett A. Larkin Company, Inc. Incorporated | |
| McKinley Allsopp, Inc. Incorporated | Philips, Appel & Walden, Inc. Incorporated | Pryor, Govan, Counts & Co., Inc. Incorporated | J. E. Sheehan & Company, Inc. Incorporated | Southwest Securities, Inc. Incorporated | |
| Edward A. Viner & Co., Inc. Incorporated | William K. Woodruff & Company Incorporated | Boenning & Scattergood Inc. | | Keeley Investment Corp. Incorporated | |
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Selfridges aim is to satisfy every member of the travelling public.

With such a vast array of merchandise, they're succeeding.

Turnover in the luggage department alone is around £4 million a year. (Clearly, there's money in suitcases.)

Selfridges is part of the Sears Group. And the policy of providing a wide and diverse range of goods for an equally wide and diverse range of customers is Sears' policy, too.

The Sears Group includes a host of famous retailers, all household names in the High Street.

Between them, they can provide you with almost anything you could possibly want to buy.

They can also provide you with the means of becoming a valued and privileged customer: A Sears credit card.

You can use it in any of the stores listed below.

If you would like one send for an application form and written details to: Sears Financial Services,
Dept. MT, Freepost, London W2 4BR.



UK COMPANY NEWS

Hornby in USM placing to eliminate buy-out debt

BY ALICE RAWSTHORN

Hornby Group, which manufactures toys such as Hornby model railways, Scalectrix slot car racing and Flower Fairies dolls, is joining the Unlisted Securities Market through a placing of shares which will value its business at £8m.

The company has had a turbulent history. The first Hornby toy trains was devised in 1920 by Meccano, the construction toy manufacturer. The group of which Hornby formed a part was acquired by the holding company, Dunbee-Combe-Max, in 1972.

DCM went into receivership in 1980. The following year, Hornby's managers organised a buy-out to acquire the company from the DSM receivers.

Unfortunately for Hornby the buy-out coincided with the

emergence of electronic toys and computer games as a major force in the UK toy market. Hornby's sales slumped. In early 1983, a new management team embarked upon a programme of cost cutting and product innovation to restore the company's fortunes.

Hornby has since diversified into new areas of the toy market by introducing new products such as Flower Fairies dolls and Pound Puppies cuddly toys. Next year it will introduce a new action doll, the Karate Kid.

It has also begun to nurture export markets. Products other than Hornby trains and Scalectrix now account for 40 per cent.

In the last financial year, to December 31, Hornby produced

operating profits of £1.08m on turnover of £12.17m. The buy-out has left the company with a burden of debt, however, and buy-out interest of £657,000 helped to reduce profits to £271,000 at the pre-tax level. The company expects to produce pre-tax profits of £505,000 in the current year.

One of the principal reasons for the flotation is to raise capital in order to eliminate the debt incurred by the buy-out. Almost all the capital raised by the placing will be invested in the business. In the placing, through Alexander Leung & Cruickshank, Hornby will issue 4.89m shares or 61 per cent of its equity at 10p a share on prospective earnings per share of 8.5p and a prospective p/e of 11.4.

Reed Executive over double at £2.6m

By Janice Warren

Reed Executive (Holdings), recruitment specialist, more than doubled its pre-tax profits to £2.62m from £1.15m for the six months to September 27.

Reed sold its Medicare chemist chain to Deo Corporation in August for £30m, and has adjusted its figures to exclude its results.

On this basis, turnover rose 42 per cent to £29.7m from £20.9m. Interest payments were £60,000 (£70,000) and after tax of £850,000 (£551,000), earnings per share climbed 10.2p to 15.9p. Directors declared an interim dividend of 2p (1.5p).

Mr Alec Reed, chairman and chief executive, said the company had benefited from the general upturn in the industry as well as its own increased awareness of marketing and advertising.

"We have become a far more high-profile company," he said. "We were something of a sleeping giant. We didn't advertise at all until two years ago."

He said Reed might be looking for another venture like Medicare, although it was not considering acquisitions.

Reed Executive's shares were suspended on November 11 after the sale of Medicare. Reed Executive Holdings, the new company formed as a result of the disposal, joined the official list yesterday.

Hotels and inns behind Stakis rise

A RISE of over £2m to £15.4m in pre-tax profit was achieved by Stakis, the Glasgow-based leisure group, in the year ended September 28 1986.

This took account of the sale of the wines and spirits side and the purchase of Plan Invest, a personal financial planning consultancy.

Turnover in the year fell from £145m to £123m, reflecting the sale of the wines and spirits side on March 24 but offset by substantial increases from hotels and inns, property, and finance.

The trading profit rose from £11.7m to £17.6m, and the pre-tax balance was boosted by a reduction in interest charges from £1.95m to £1.65m. Earnings came to 4.83p (4.38p) and the dividend is lifted from 1.2p to 1.4p with a final of 0.95p net.

A split of the trading profit showed: hotels and inns £10.2m (£8.74m), casinos £3.2m (£2.28m), property £1.4m (£874,000), finance £2.06m (£1,760,000) and wines and spirits £514,000 (£1.13m).

The net gain on the sale of the wines and spirits division was £11.43m and treated as an extraordinary item. This gave the group an attributable profit of £23.3m (£9.8m) for the year.

In the current year all divisions had made a good start, the directors stated.

With £300,000 from Plan Invest, these figures from Stakis are a little short of expectations. Not surprisingly therefore the shares, which enjoyed a good

rise in the last couple of weeks, fell back yesterday to 71p. The £1m fall in the casino's contribution was apparently more than accounted for by a drop in returns from the group's only London club, the Regency. Convincing the lower number of high rollers on what they should frequent exotic Russell Square, as opposed to other West End gaming houses, poses the question of whether the effort is really worth the worry. For 1986-87 the outlook is a solid £17m. The shares may not excite unless the news that Stakis is about to hold one of its three yearly property re-valuation sparks a little interest. Net assets were 40p per share as of September 1985 and could be worth a great deal more today.



Mr Ree Stakis, chairman of the Stakis group

Tex Holdings falls £62,000

Tex Holdings yesterday announced a £62,000 fall in pre-tax profits to £141,000 for the six months ended September 30, 1986. The previous £203,000 included £86,000 from discontinued activities.

Tex markets industrial abrasives and complementary products to the motor refinishing and woodworking industries and makes spiral weld tube for the construction industry. Turnover for the period for continuing activities rose to £1.6m (£1.47m), and for discontinued activities was £1.1m last time.

Earnings per 10p share fell from 5.5p to 5.5p, but the interim dividend is being held at 1.5p.

The results for the half year include one month of A. K. Precision Mouldings, and two months of the smaller Techno-

Acquisition and organic growth boosts Havelock

Havelock Europa, the shop-fitting and retail store designer, benefited both from satisfactory organic growth and first half year contributions from Store Design and more than tripled its pre-tax profit in the six months to October 17, 1986.

Turnover increased from £5.5m to £14.7m and profit moved up to £1.3m from last time's £422,000.

Mr Tom Corrigan, the chairman, said the group had executed a substantially increased volume of work during the period.

He reported that excellent progress was being made in integrating the business of Store Design, which Havelock acquired in March, into the rest of the group.

The group, which came to the USM in March 1984, would see

a more even distribution of profit between the first and second halves this time.

Mr Corrigan added that results in the second half to date continued at a highly satisfactory level and new orders received were at an impressive level.

After tax of £483,000 (£175,000), earnings moved up from 4.12p to 7.01p. The interim rose to 2p (1.12p).

TR NATURAL Resources Investment Trust: Net asset value at September 30, 1986 up to 151.5p (adjusted 147.2p at March 31). Pre-tax revenue £2.44m (£2.23m) and earnings per share 2.72p (adjusted 2.37p). Interim dividend 1.75p (same).

Samuelson expands in US as profits decline 46%

Following its profits warning in August, at the annual meeting, Samuelson Group yesterday turned in pre-tax figures down 46 per cent from a restated £2.5m to £1.35m for the six months to September 30 1986.

The company also announced the acquisition of Audio Visual Headquarters Corporation (AVHQ) for up to \$8m (£5.8m) cash.

Samuelson, based in London, is an international supplier of equipment and extensive services to the film, television, presentation and leisure industries.

Mr Sydney Samuelson, the chairman, said yesterday that a return to more buoyant levels of trading in the UK feature film sector during September, as well as a partial recovery in the Australian dollar exchange rate, had produced satisfactory first-half results.

The shares, however, were marked down 11p to 177p.

The chairman added that the strategy of expansion into other areas of operation had helped to reduce the impact of the downturn in the UK feature film business in the earlier months of the year.

Trading in the opening weeks of the second half sustained the improved level of activity seen at the end of the first months.

Samuelson's case-making and freight companies continued to do well, but the company had decided to dispose of the production village.

Samuelson is paying for the Los Angeles-based AVHQ in three instalments over the next four years, payable \$2.5m on completion, \$2.7m on June 30 1988 and up to \$2.8m on June 30 1990. AVHQ hires high quality audio visual and video equipment to a wide range of clients.

In the year ended June 30 1986, AVHQ pre-tax profits were \$42,000 (£45,000) on turnover of \$8.86m (£5.99m). Net assets at that date were \$1.8m (£1.26m).

Samuelson's first half turnover was £24.58m (£17.51m). Stated earnings per 20p share fell from 7.98p to 4.21p, but the net interim dividend is maintained at 0.8p.

Acquisitions behind BTP 43% profit rise

BTP, chemical manufacturing and bulk storage group, lifted pre-tax profits by 43 per cent from £1.81m to £2.74m in the six months to September 30 1986. Turnover rose 52 per cent to £29.74m, against £19.52m.

The company said the significant improvement resulted from both the full impact of the recent acquisitions of Ingleass Manufacturers and Dufay Bitumastic and strong performance from the original speciality chemical manufacturing companies.

The second six months had started well and the company looked forward to a satisfactory outcome to the year.

Earnings per 10p share rose

from 8.59p to 4.48p and the interim dividend is stepped up to 2p (1.5p) net. Last year, a total of 4.5p was paid on record £4.31m profits.

Interim pre-tax profits were after a £26,000 contribution this time from an associated company. Net interest charges more than doubled from £126,000 to £269,000 and tax took £955,000 (£726,000).

The rationalisation of the Dufay Bitumastic group since acquisitions had resulted in an extraordinary credit of £70,000 making the attributable balance at £1.81m, against £1.17m. Dividends absorbed £794,000 (£488,000).

Airsprung advances to £0.87m

Airsprung Group, the Wiltshire-based bed manufacturer, pushed its turnover up by £56,000 to £12.08m and its profits before tax by £123,000 to £371,000 in the six months to September 30 1986.

The directors said the second six months had started satisfactorily and noted that the proposed increase in Government spending, especially on housing, should provide an increase in demand which the group was

well placed to meet having completed the factory reorganisation.

First half interest charges were cut to £28,000 (£95,000) but tax took £35,000 more at £320,000.

Earnings emerged 1p ahead at 9.1p and shareholders are to receive an interim dividend of 2.9p, the first payment since the company joined the USM in June.

Towngrade omits dividend as profits fall

BY PHILIP COGGAN

Towngrade Securities, the property company, yesterday passed its dividend (1.2p) and announced pre-tax profits down to £33,000 (£65,000) for the year to June 30. Control of the company passed to another property group, Millbank Developments in July, 1985.

Towngrade joined the USM in 1982 by reversing into First Talsman Investments, which had been suspended from the main market in 1977. The next year, First Talsman changed its name to Towngrade Securities, with Towngrade Ltd, a private company, holding 70 per cent of the equity.

The group's chairman was Sir Edward du Cann, MP, but he resigned shortly after the takeover by Millbank. The purchase provoked a fair amount of controversy since it involved a lengthy argument with the takeover Panel and an offer document which revealed that Millbank's last published results

(in February 1984) had been qualified by auditors Finnie & Co.

Towngrade has now passed on the management of its properties to an outside group, in order to free its hands to concentrate on property development. The result has been a fall in net rental income from £409,000 to £382,000, but Mr Arthur Oakes, chairman, is confident that the fruits of the company's efforts will show in the near future.

The board has been strengthened by the addition of Mr Nigel Kemper of Cook & Arkwright and Mr R. G. Sanderson, formerly of Peat Marwick as finance director.

Operating profit was £235,000 (£278,000) and after net interest payable of £201,000 (£282,000) and tax of £53,000 (credit £2,000), the loss per share was 0.39p (earnings company's efforts will show in

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HALF YEAR RESULTS ON TARGET

RENTAL & RETAIL
Strong progress in UK and internationally

TECHNOLOGY
Good performance by electronics, fire & security and software services

MUSIC
Significant improvement in U.S. market share

CONSUMER & COMMERCIAL
Commercial products, cookers and Kenwood profits on schedule

	1986	1985
Turnover	£1,487.8m	£1,533.6m
Operating profit	£55.5m	£38.4m
Pre-tax profit	£41.5m	£11.4m
Earnings per share	9.7p	1.4p
Dividend	£10.9m	£10.7m

RESULTS FOR SIX MONTHS ENDED 30 SEPT

For further details please contact Corporate Communications Department, THORN EMI plc, THORN EMI House, Upper Saint Martin's Lane, London, WC2H 9ED

THORN EMI
FROM THE HIGH STREET TO HIGH TECHNOLOGY

THE SCOTTISH METROPOLITAN PROPERTY PLC

"Significantly altered portfolio bearing fruit"

- ★ Property assets have increased from £92.6 million to £121.1 million since 1981.
- ★ 1986 gross rental income £8.83 million - up £5.52 million since 1981.
- ★ 1986 gross dividend 6.0p per share - up 60% since 1981.
- ★ £30 million Debenture Stock issued in September 1986.
- ★ Increasing concentration on property development.

"Anticipated growth in rental income will enable the Board to continue its policy of paying increased dividends on an annual basis"

David Walton, CHAIRMAN

Stock Exchange House, 69 West George Street, Glasgow G2 1BE.

GENOSSENSCHAFTLICHE ZENTRALBANK AKTIENGESELLSCHAFT
Vienna

U.S. \$50,000,000 Floating Rate Subordinated Notes Due 1992

For the three months 11th December, 1986 to 11th March, 1987 the Notes will carry an interest rate of 6% per cent per annum.

Interest payable on the relevant interest payment date, 11th March, 1987 against Coupon No. 22 will be U.S. \$79.99.

Listed on the Luxembourg Stock Exchange.
By: Morgan Guaranty Trust Company of New York, London Agent Bank



Stakis rise... Mr Rex Stables, chairman of the Stables Group...

Advances to £0.8m... well placed to meet... first half interest...

THE SCOTTISH METROPOLITAN PROPERTY PLC... significantly altered... bearing fruit...

ed growth in rental... the Board to continue... of paying increased... on an annual basis...

AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Tr. Mgmt. Ltd, Allied Dunbar Unit Trusts PLC, and others with their respective details.

FT UNIT TRUST INFORMATION SERVICE

Main table of unit trusts including Bridge Fund Managers, Fidelity Investment Managers, and many others, listing names, managers, and performance metrics.

BANQUE PARIBAS U.S. \$200,000,000 Undated Floating Rate Securities. Morgan Guaranty Trust Company of New York.

FT CROSSWORD PUZZLE No. 6,200

Crossword puzzle grid with clues for Down and Across words.

Down and Across clues for the crossword puzzle, including 'British heavy drinker to grow red' and '1 Broken out of purdah'.

Continuation of the FT Unit Trust Information Service table, listing numerous unit trusts and their details.

INSURANCES section listing various insurance companies and their services.

AUTHORISED UNIT TRUST & INSURANCES

Main table containing financial data for various unit trusts and insurance companies, including names, codes, and numerical values.

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INSURANCE, OVERSEAS & MONEY FUNDS

Handwritten note: 100% 10/10/86

Table of insurance and financial services, including sections for 'MANAGEMENT SERVICES' and 'OFFSHORE AND OVERSEAS'.

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Money Market Trust Funds

Money Market Bank Accounts

TRADITIONAL OPTIONS

Table of traditional options, including 3-month call rates and various option contracts.

FOREIGN EXCHANGES

Pound falls with dollar

THE DOLLAR failed to break through technical resistance at around DM 2.050, and drifted lower in very thin trading. The market has now entered a period with little movement unless there is a dramatic development in the... Sterling gained 1/2 cent to \$1.4250...

FINANCIAL FUTURES

Gilt prices little changed

GILT PRICES showed little overall change in the London International Financial Futures Exchange yesterday. Trading volume was still quite respectable however but in the absence of any retail interest contracts...

EUROPEAN OPTIONS EXCHANGE

Table with columns: Series, Vol, Last, etc. for various options like GOLD, SILVER, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table showing EMS European Currency Unit Rates for various currencies like Belgium, France, Germany, etc.

PHILADELPHIA SIX MONTHS

Table showing Philadelphia Six Months data for various currencies.

CHICAGO

Table showing Chicago market data for various commodities and currencies.

BASE LENDING RATES

Table showing Base Lending Rates for various banks and currencies.

STERLING INDEX

Table showing Sterling Index data for various periods.

POUND SPOT - FORWARD AGAINST THE POUND

Table showing Pound Spot - Forward Against the Pound data.

US TREASURY BONDS (90% 9)

Table showing US Treasury Bonds data.

EURO-CURRENCY INTEREST RATES

Table showing Euro-Currency Interest Rates for various currencies.

CURRENCY MOVEMENTS

Table showing Currency Movements for various currencies.

EXCHANGE CROSS RATES

Table showing Exchange Cross Rates for various currencies.

CURRENCY FUTURES

Table showing Currency Futures data.

FT LONDON INTERBANK FIXING

Table showing FT London Interbank Fixing data.

MONEY MARKETS

Rates stall on lack of incentive. Interest rates were mostly unchanged in London yesterday. Proximity of Christmas and the year end and sterling's steady performance meant that there was little incentive to move rates ahead of the New Year...

NEW YORK

Table showing New York market data.

LONDON MONEY RATES

Table showing London Money Rates data.

WELSH BANKERS TO BE DELETED

Welsh bankers to be deleted. The Bank of England forecast a shortage of around £500m with factors affecting the market including maturing assistance and a take up of Treasury bills...

OTHER CURRENCIES

Table showing Other Currencies data.

EURO-CURRENCY INTEREST RATES

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Table showing Euro-Currency Interest Rates data.

CURRENCY FUTURES

Table showing Currency Futures data.

FT LONDON INTERBANK FIXING

Table showing FT London Interbank Fixing data.

Advertisement for Gold: A Capital Idea: Protecting Your Profits in Gold. Short-term gains in equities can quickly evaporate...

Advertisement for Global Market Makers: Global Market Makers. Primary Dealer in U.S. Government Securities...

Advertisement for Gold: Money you can trust. GOLD Money you can trust.

Advertisement for Sabre: Sabre FUND MANAGEMENT LIMITED. CREATING AN INVESTMENT OF THE FUTURE...

Advertisement for Bailey Shatkin: Bailey Shatkin Account Executive Futures Broking. Bailey Shatkin Limited require an account executive...

Advertisement for Art Galleries: Art Galleries. CRANE KALMAN GALLERY, 178 Abington Rd, SW3...

Advertisement for Peter Brandt: 180% AVERAGE PER YEAR FOR THE PAST 5 YEARS PETER BRANDT'S OWN TRADING RETURNS...

Advertisement for Crane Kalman: CRANE KALMAN GALLERY. 178 Abington Rd, SW3. Tel: 01-834 7566...

BRITISH FUNDS

Table of British Funds with columns for Stock, Price, Div, and Yield. Includes sub-sections for 'Shorts' (Lives up to Five Years), 'Five to Fifteen Years', and 'Over Fifteen Years'.

AMERICANS - Cont.

Table of American Stocks with columns for Stock, Price, Div, and Yield. Includes sub-sections for 'CANADIANS', 'BANKS, HP & LEASING', 'CORPORATION LOANS', and 'COMMONWEALTH & AFRICAN LOANS'.

BEERS, WINES & SPIRITS

Table of Beers, Wines & Spirits with columns for Stock, Price, Div, and Yield.

AMERICANS

Table of American Stocks with columns for Stock, Price, Div, and Yield.

LONDON SHARE SERVICE

BUILDING, TIMBER, ROADS - Cont.

Table of Building, Timber, Roads stocks with columns for Stock, Price, Div, and Yield.

DRAPERY & STORES - Cont.

Table of Drapery & Stores stocks with columns for Stock, Price, Div, and Yield.

ELECTRICALS

Table of Electrical stocks with columns for Stock, Price, Div, and Yield.

CHEMICALS, PLASTICS

Table of Chemicals, Plastics stocks with columns for Stock, Price, Div, and Yield.

DRAPERY AND STORES

Table of Drapery and Stores stocks with columns for Stock, Price, Div, and Yield.

INDUSTRIALS - Cont.

Table of Industrial stocks with columns for Stock, Price, Div, and Yield.

FOOD, GROCERIES, ETC.

Table of Food, Groceries, Etc. stocks with columns for Stock, Price, Div, and Yield.

HOTELS AND CATERERS

Table of Hotels and Caterers stocks with columns for Stock, Price, Div, and Yield.

INDUSTRIALS (Miscel.)

Table of Industrial (Miscellaneous) stocks with columns for Stock, Price, Div, and Yield.

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INDUSTRIALS - Continued

Table of industrial stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

LEISURE - Continued

Table of leisure stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

PROPERTY - Continued

Table of property stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

INVESTMENT TRUSTS - Cont.

Table of investment trusts including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

FINANCE, LAND - Cont.

Table of finance and land stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

MOTORS, AIRCRAFT TRADES

Table of motors and aircraft trade stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

SHIPPING

Table of shipping stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

SHOES AND LEATHER

Table of shoes and leather stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

PAPER, PRINTING, ADVERTISING

Table of paper, printing, and advertising stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

INSURANCES

Table of insurance stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

TOBACCO

Table of tobacco stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

TRUSTS, FINANCE, LAND

Table of trusts, finance, and land stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

OVERSEAS TRADERS

Table of overseas trader stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

PLANTATIONS

Table of plantation stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

TEAS

Table of tea stocks including companies like Anglo-Siam, Anglo-Siam, Anglo-Siam, etc. with columns for stock price, price change, and volume.

MINES

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WORLD STOCK MARKETS

Market in the red

Traded Options... Traditional Options... LUMINE IN MAJOR STOCKS... AND FALLS YESTERDAY... RECENT ISSUES... ST STOCKS... FERS

AUSTRIA Dec. 10 Price +/- of 50th

GERMANY Dec. 10 Price +/- of 50th

NETHERLANDS Dec. 10 Price +/- of 50th

DENMARK Dec. 10 Price +/- of 50th

FRANCE Dec. 10 Price +/- of 50th

IRELAND Dec. 10 Price +/- of 50th

NETHERLANDS Dec. 10 Price +/- of 50th

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OVER-THE-COUNTER Nasdaq national market, 2.30pm prices

Continued from Page 47. Table with columns: Stock, Sales, High, Low, Last, Chg.

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LONDON Chief price changes (in pence unless otherwise indicated). Table with columns: Stock, Change.

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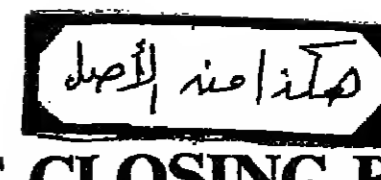
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NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Main table containing stock prices for various companies, organized in columns with headers for stock name, price, and change. Includes sections for 'A-Z' and '12 Month' data.

Continued on Page 47

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NYSE COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices, including columns for stock symbols, prices, and volume. Includes sub-sections like 'Continued from Page 46' and 'Over-the-Counter'.

AMEX COMPOSITE CLOSING PRICES

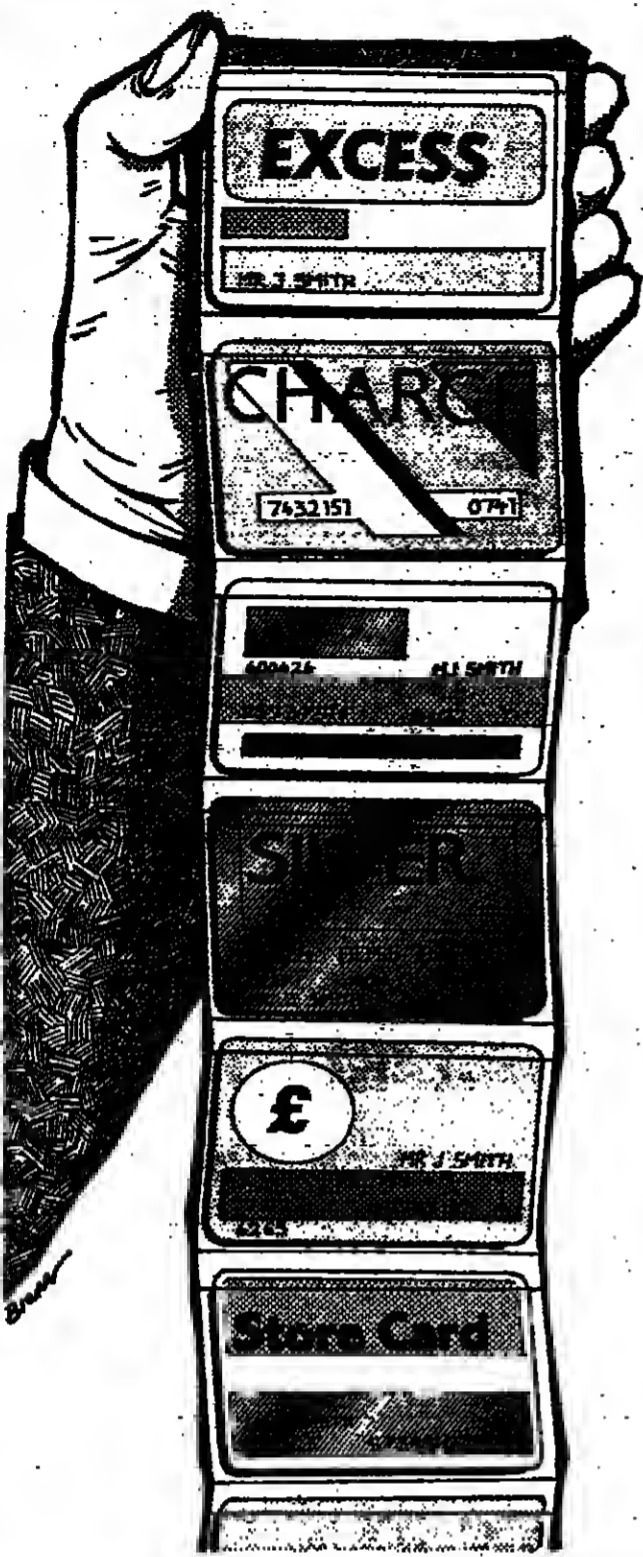
Table of AMEX Composite Closing Prices, listing various stock symbols and their corresponding market data.

OVER-THE-COUNTER Nasdaq national market, 2:30pm prices

Table of Over-the-Counter (Nasdaq) national market closing prices, listing numerous stock symbols and their prices.

FINANCIAL TIMES SURVEY

Credit Cards



THE MOVE towards a cashless society is accelerating fast. Until quite recently credit (or more accurately charge) cards were something of a status symbol, used by a privileged few.

Now an increasingly large proportion of the population are carrying some kind of cards in their wallets. They are used either simply to draw money out of their bank or building society account, or to pay for petrol, restaurant bills and goods in the local stores.

The Marks & Spencer charge-card, for instance, has extended the use of cards to a whole new sector of the shopping public even though the interest rate charged on outstanding balances on store cards of this kind tends to be disgracefully high.

Pin money has acquired a new meaning. Your Personal Identification Number is the key to unlock all kinds of riches. There are specialist cards for all kind of different purposes and services, ranging from club membership to travel and health care. There are even local town cards.

It is all part of the gradual replacement of money by a plastic equivalent. The wealth of man was once judged by the number of cattle or wines he possessed; then by the amount of gold or diamonds, which were in turn replaced by money (coins and notes). We are now at the beginning of the plastic age, with still a lot of developments to come.

The next stage forward is likely to be the "smart" or "chip" card — already developed in France and Japan — which will greatly extend the uses of plastic cards. The "chip" incorporated in the card is able to store all kinds of information about your financial status and personal details thus widening the potential scope for its use. This "computer in your wallet" would mean that separate cards for cash dispensers, cheque guarantee and credit use would all be incorporated in a single "chip" card.

The replacement of cash by its plastic equivalent is accelerating. The new smart cards will widen the scope even further

Cashless society moves nearer

By John Edwards

well as keep a running record of all your financial transactions and current bank balance.

GEC recently announced that it has developed a British version of the "smart" card, which it claims has considerable advantages over its French and Japanese competitors. However, although the technology of the "smart" card is being improved, the heavy cost involved is likely to delay its widespread introduction for some years yet.

Mr Roger Hymas, head of financial services at American Express in London, makes the point that machines needed to "read" the new cards are complicated and expensive. He says companies who have invested heavily in the present generation of machines and cash dispensers will be extremely reluctant to rush too fast into another generation of even more elaborate, and costly, machines.

Meanwhile, the proliferation of existing cards is causing some problems, with competition tending to concentrate in the same areas. The market, according to Mr Hymas, is becoming too congested and oversteered.

New suppliers attracted by the potential big profit margins resulting from borrowing

"cheap" and lending "dear" are scrambling for business wily nilly and tending to disregard the risks involved. Social pressures are building up as a result of borrowers with limited resources being encouraged to overspend.

Bankruptcy cases, in which the "victim" claims to have been tempted by the large sums of unsecured credit offered by card companies, are becoming commonplace and causing some concern as the level of indebtedness builds up.

At the same time, the lines between credit and charge cards, for example, are becoming distinctly blurred and moving into direct conflict with store and specialist cards. The original appeal of credit cards, issued by the banks, was to give an automatic right to borrow. This was summed up in the promotional slogan: "Take the waiting out of wanting."

Properly used by the consumer, credit cards can provide a supply of extra money interest free. All you have to do is to ensure that you settle the bill in time and in full.

This, however, is easier said than done, particularly as the banks have tended deliberately

to increase borrowing limits. This is aimed at encouraging the user to incur a debit balance, on which exorbitant interest rates (currently 2 per cent monthly equating to an annual percentage rate, APR, of 26.80 per cent for purchases and 27.20 for cash advances) are charged.

Bearing in mind the present base rate of 11 per cent, it is an extremely profitable way for the banks to lend money. By automatically adjusting credit limits upwards, the banks encourage the user to get into debt with a very expensive form of borrowing.

Charge cards, basically American Express and Diners Club, operate in a different way. They give credit for only a limited period, and charge the user a fee for the privilege. Their appeal has historically been based on prestige (the financial status implied in qualifying to become a card holder) and the convenience factor of being able to pay restaurant and travel bills without having to carry money. The international use was a particular plus.

However, the charge card companies have now moved into the lending business. A big attraction of the American Express Gold Card, for example, is that you can borrow up to £10,000 without question at only 2.5 per cent above base rate. This facility has now been extended to Amex Green Card holders too.

Under its recently launched Personal Reserve scheme you can overdraw up to £5,000 through an overdraft with the American Express Bank at a current rate of 1.5 per cent a month (18.5 APR) which is well below the Access or Barclaycard level.

Diners Club too have belatedly joined the lending business.

UK Payments card market 1986

BANK ISSUED CREDIT CARDS*	(m)
Access	8.3
Barclaycard	7.9
Trustcard	2.4
Other Visa	0.8
Total Bank Issued Credit Cards	19.4
TRAVEL AND ENTERTAINMENT CARDS	
American Express*	0.8
Diners Club	0.3
Gold Cards	0.15
Company Cards	0.5
Total Travel and Entertainment Cards	1.35
STORE CARDS	
	5.0
TOTAL OF ALL PAYMENT CARDS	25.75

*Excludes Gold card and Company cards

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Through its parent company, Citibank Savings, it is offering fixed interest personal loans of up to £7,500. The so-called preferential interest rate is high, varying from between 24.2 and 29.4 APR, depending on the period of the loan, which can be spread over one to five years.

But the promotional material is pitched strongly—"you may wish to splash out on a jacuzzi, or construct a conservatory, establish a wine cellar or install solar heating" according to the blurb sent to members.

This is just the starting point however. The big advantage of all cards is that they give the supplier a database of names, with a personal financial profile, that can be exploited in a variety of ways. The most obvious is financial services, but all kinds of other merchandise can be sold by suppliers, helped by knowing a good deal about the potential customer.

Mr Austin Bendall, a director of Coopers and Lybrands management consultancy division, feels that so far card

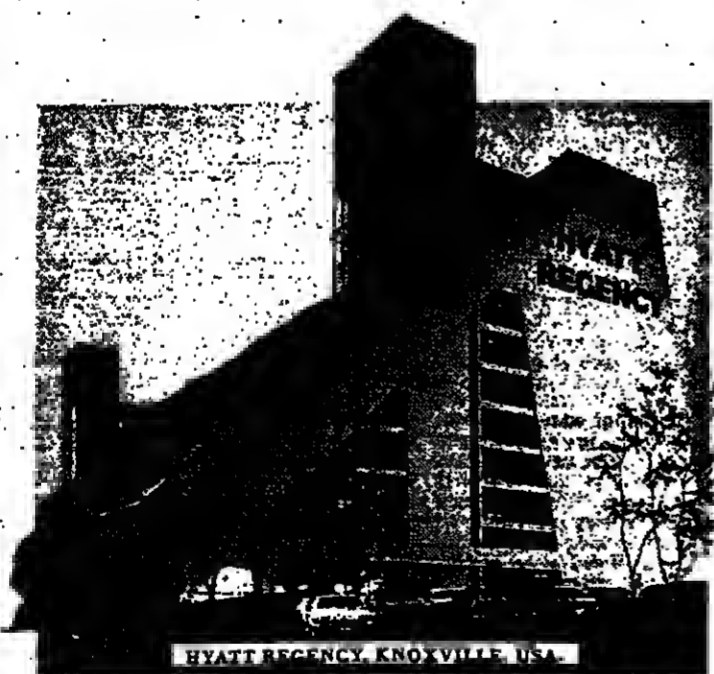
companies have been poor at marketing, with bad targeting of customers. With the advantage of knowing details about the recipient's likely buying patterns, he says there are a lot of opportunities to do more imaginative things.

Mr Bendall also predicts that stronger and better links between card suppliers, retailers and mail order companies could lead to muel sharper and more successful marketing. At present, many credit card companies are "raping the retailer" for a quick profit, he points out, while what they should be doing is to co-operate in helping shops boost sales by providing easy credit terms.

Mr Hymas agrees that card companies must become more "multi-functional." They provide in particular an ideal launching pad for promoting other financial services in a market that is much wider following the Big Bang on the London Stock Exchange, the

Continued on Page 8

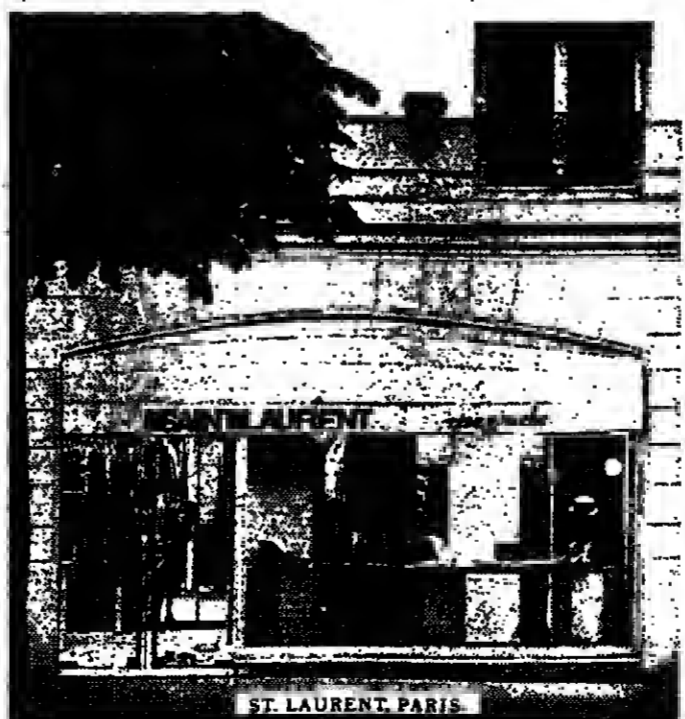
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Credit Cards 2

Charge Cards

Competition proves tougher

EXTENDED credit facilities may strike fear into the hearts of the spendthrift, but for such people there is always the choice of "charge" rather than "credit" cards.

Charge cards do not have a pre-set spending limit but require payment on demand of the total amount charged in lump sum, since there is no revolving credit facility.

It is always possible to use credit cards such as Visa and MasterCard as "charge" cards by repaying without delay the entire amount charged. Indeed, Barclaycard in the UK, which is linked to the international Visa network, points out that in an average month 42 per cent of its active credit cardholders pay off the full amount of their debt and therefore incur no interest charges.

Although the "choice" is left to the user in respect of credit cards, a vast international market has flourished for the purely "charge" card, with American Express in the lead. American Express has always marketed its standard, or green, card as a travel and entertainment facility for affluent businessmen. This card requires an annual fee of £22.50 and an enrolment fee of £15. It is accepted at 1.4m establishments around the world and offers global cash withdrawal and traveller's cheque facilities, including instant refunds on lost traveller's cheques.

Acceptance as a "card member" has also been associated with a certain prestige, for the absence of a pre-set spending limit is meant to reflect the member's sound financial standing.

But since the card has become more popular its prestige value (which does not seem to have had much appeal in the UK, for example), has faded. In order to capitalise once again on the image of the card as an elite product, American Express launched the successful Gold Card.

This card has a higher enrolment and annual fee, is "gold" in colour and assumes an annual income "in the region of £25,000 or more."

Women have crept into the advertisements for both the green and the gold card, and the target age group has become younger. "We have traditionally aimed at the person who has already arrived. That was a businessman, aged 40-45

Now we want to identify the person who will get there," says Mr John Petersen, commercial director of card operations.

Identifying the market may be more important than ever before. While American Express leads the field in global market share, with 22.3 cards last year, its main competitor in charge cards, Diners Club, is now under pressure to bring out competing offers for cardholders.

In recent years these have included a series of leapfrogging amounts of insurance cover on the use of the card for airline tickets and holidays abroad. But such offers are essentially the icing on the cake of a product which must have an intrinsic consumer appeal if it is to continue to expand.

Diners Club, which is owned by Citicorp and claims to be the world's first charge card, appears to have reached a stalemate in its expansion plans, but it is clear that it wishes concentrate on "a personal service for the business traveller."

Its new marketing director, Mr Bill Tight, sees American Express as a competitor "in the same way as cash is a competitor."

At American Express the view taken of the charge card is changing. "We are looking for broader relevance for the charge card—Amex in particular," says Mr John Stuart, chief general manager of Travel-Related Services.

In the past three years growth in outlets which traditionally would not have appealed to us," he says. In the UK, for example, do-it-yourself places such as MFI or fast-food restaurants such as Little Chef have proved to be popular for the use of the card.

So have opticians, which has led American Express to take a closer look at specialty retail uses for the card. It is also being used for health care. A couple can pay to have their baby in private care with the American Express card.

"We provide a first and foremost a payment instrument. You carry American Express rather than cash," says Mr Stuart. He sees the UK as a more "sophisticated" market "for plastic" than the Continent and one which compares favourably with the US, Canada and Australia, the most developed countries.

"Our card penetration in the UK has been faster than anywhere else in Europe and I think that is generally true of all aspects of our business," he says.

But the use of the charge card as a payment instrument is one that could be increasingly under threat from competition as direct debit cards linked to bank and building society accounts permit the automatic transfer of funds.

In the UK, American Express appears to have been well aware of such future developments, and has ensured that "it has, through its card, tapped another market—unsecured lending."

One of the early novelties of the American Express Gold Card—since imitated by others—was the provision to cardholders of an instant overdraft facility of £7,500 by participating banks at rates not more than 2.5 per cent above the bank's existing base lending rate.

Since then, the overdraft limit has been raised to £10,000 amid new competition from banks such as National Westminster, which has launched its own Gold Mastercard, a charge card with the higher £10,000 limit on overdrafts.

The extremely high cost of borrowing in the UK, where personal loan rates have been 7 per cent to 8 per cent over base and the cost of credit on department store cards as high as 20 per cent over base, has made the borrowing on a Gold Card much more attractive.

"Bank competition in gold cards can be quite considerable," says Mr Stuart. "In non-UK markets the overdraft facility may not be as desirable, but we may concentrate on travel-related services."

Before the deregulation in financial services in the UK that will allow building societies to move into unsecured lending next year, American Express is clearly intent on carving a niche for itself. Through American Express Bank it is now offering unsecured overdraft facilities to selected cardholders of its green card.

The "Personal Reserve" service charges an interest rate comparable to bank personal loan rates, which are higher than the Gold Card overdraft rates. The amount borrowed may vary from a minimum of £1,000 to a maximum of £5,000. American Express emphasises that its charge card remains

just that and offers no credit facilities. These are offered by American Express Bank. The proliferation of plastic cards and sharper competition in financial services appears to have begun to blur the distinction between charge cards and credit cards.

National Westminster's Gold Mastercard doubles as a cheque guarantee and cash withdrawal card as well as a charge card. So does Barclays' Premier Card. The additional services offered by these banks are both an indication of direct competition and a means of testing a wide variety of consumer products in a relatively low-risk market—people with high incomes.

Thus NatWest links its Gold Card with its "Gold Plus" service that offers direct access to NatWest brokers Fielding Newson Smith and an investment and tax advisory service.

American Express has provided banks participating in its Gold Card overdraft scheme in the UK an introduction to new customers, says Mr Stuart, who makes it clear that the competition between charge cards is fundamentally a competition between banks.

Banks which issue charge cards may see it as only one part of their business, however. Mr Peter Elliott, chief executive of Barclaycard, says: "We have been very impressed with our Premier (charge) card. But I do not think there is a massive market for charge cards."

While many private customers are likely to turn to an all-in-one approach to plastic cards which eliminates the need for a purely "charge" card, the corporate sector continues to remain an important market for such cards.

Both Diners Club and American Express are concentrating much of their marketing effort on companies wishing to give their employees expenses rather than cash "up-front." Alongside its green and gold cards, American Express also offers the Company Card for small businesses and the Corporate Card for larger companies with many executives.

"In the corporate area there is a massive amount of money going out on travel and business-related activity and it is largely uncontrolled," says Mr Stuart. It is thus also an area which seems to offer the largest potential for growth in charge cards in the near future.

Dina Thomson

Processing charge cards at the American Express European operations centre in Brighton

Major Systems

An overcrowded marketplace

Payment situation	PREFERRED NON-CASH PAYMENT METHODS					
	West Germany	Netherlands	France	Spain	Sweden	Great Britain
High street shopping	Eurocheque	Eurocheque	Visa	Retail card	Retail card	Access
Holiday	Eurocheque	Eurocheque	Visa	Visa	MasterCard	Access
Holiday in US	American Express	American Express	American Express	American Express	American Express	American Express
Business	Eurocheque	Eurocheque	Visa	Visa	Eurocard	Access
Business trip elsewhere in Europe	Eurocard	American Express	Visa	Visa	Eurocard	Access

Source: MasterCard International

"THE FIRST plastic card issued in China was a MasterCard. There are no set rules for plastic or how you market it," says Mr Russell Hogg, president of MasterCard International, in a world where the "rules" for the uses of plastic cards are rapidly changing, MasterCard, one of the two largest payment systems, is increasingly concerned at gaining market share.

Its concern may be well founded. Its major rival, Visa International, saw record payments volume of \$100bn last year. MasterCard's link in the US consumer, Mr Hogg is in doubt because of dissatisfaction with the low number of Eurocards in many European countries.

Furthermore, a possible merger with Eurocard and Eurocheque would only serve to erode MasterCard's ambitions towards acting as a mass payment system in its own right, rather than as a "travel and entertainment" card similar to American Express.

From this perspective, MasterCard's aggressive marketing stance makes sense. The appeal of a mass payments system—where the card can be used as a charge card, a debit card that takes funds instantly from your bank account, or a credit card that allows a revolving credit facility—is enormous.

The process of establishing global market share is complicated by divisions among bankers as to the need for a single European payment system organisation. While the MasterCard-Eurocard link is under threat, Visa may be the beneficiary.

"It's likely that one or more German banks will soon decide to become dual Visa-Eurocard issuers. Savings banks in Germany, the Netherlands, and perhaps other European countries may decide to tie their cards to the Visa international network," says Bankers and Payments, a recent study by Retail Banker International.

Divisions between European bankers on payment systems have been complicated by the promotion of Eurocheque—which is tied to paper—as a mass payments method. Amid such divisions, the market place appears to be overcrowded with competitors.

As Visa and MasterCard are funded by their respective member banks, their rivalry essentially reflects growing competition in the retail banking sector. It could be argued, however, that the form this competition is taking is counterproductive, resulting in a greater cost to the participating banks in each scheme, and ultimately a greater cost to the consumer.

A merger of operations is a subject which came up a few years ago, but with little success. "We spent a lot of money trying to merge with Visa three years ago and for many reasons the Visa members did not want it to happen," says Mr Hogg.

At Visa, Mr Joao Ribeiro da Fonseca, chief general manager for Europe, the Middle East and Africa, points to co-operation between the two organisations in the US on security and common operating regulations, with some level of systems co-operation.

But Visa has not publicly aired views on the virtues or pitfalls of closer ties with MasterCard, and the rivalry seems as strong as ever. Moves toward the next step forward for all plastic cards—into "smart card" technology—serve to illustrate the continuing differences in approach.

"Neither Visa nor MasterCard can go alone into the chip card," says Mr Hogg, arguing that high costs are not the major factor for co-operation. A common world-wide system is needed, he says, for security

and the provision of adequate banking products and services.

MasterCard initiated a major test in Florida and Maryland in the US some 18 months ago to introduce smart cards to the US consumer. On the basis of the results, Mr Hogg is optimistic on the use of smart cards, and keen to step firmly into the field.

He portrays Visa as slow to innovate. "We were the first to go ahead with the hologram (on the card) and we had to drag them after us," he says.

At Visa, senior executives are equally blunt. "MasterCard is copying experiences we had 3 to 4 years ago as a public relations exercise. The only payment system that is investing the technology in financial services is Visa," says Mr da Fonseca.

Early this year seven Visa member banks from different countries conducted a study on chip cards which concluded that "massive conversion to the new technology should be linked to the application of new revenue-generating services."

According to the study, such services could include electronic tokens for small payments such as parking meters or telephones, remote banking services, home shopping and information services and access to multiple accounts.

"Cost is a major consideration, and must be related to services available," says Mr da Fonseca. "Chip card standards are also a problem despite the technology being available. It would be premature to push for major developments which could be isolated in the future if standards are not high enough."

Offering a wider range of financial services is the challenge facing retail banks. In the UK in particular, heightened competition in the wake of Big Bang or deregulation in October is spilling over on to the High Street.

As member banks of Visa and MasterCard plan their strategies for attracting customers, they may be tempted to offer a slightly different product within the same overall system.

As "credit cards" which allow an extended repayment facility, Visa and MasterCard are linked to Barclaycard and Access respectively in the UK. Interest rates charged on these cards have tended to be uniform despite the fact that they are individually set by the bank concerned.

One of the Visa members in the UK, the Co-operative Bank, recently offered a cut in the interest rate charged on its Visa card, pointing the way, perhaps, to future competition. In the US, for example, interest rates on Visa and MasterCard vary considerably depending on the bank with which you hold your card.

The Co-op Bank is also to pay interest from December 1 to holders of its Visa card who keep positive balances in their accounts. At the recent announcement of this facility, it claimed to be the first European bank to offer this return.

"The system in the UK at the moment does not facilitate competition. There may not be enough banks, and there aren't enough processors (of Visa and MasterCard business)," says the Co-op. Along with the Trustee Savings Bank, the Co-op offers its own processing on Visa cards, with Barclaycard as the main competitor.

Further competition is around the corner in the UK however, with the building societies facing deregulation that will allow them into the sphere of unsecured lending and the greater potential use of plastic cards.

The choice facing these new entrants will be to knock on the door of the current Visa and Access system and agree to be bound by existing rules, or go the way of the Co-op, and change the rules in aiming for a new market.



Paying by Access which is linked to MasterCard in the UK

Dina Thomson

Electronic Systems will kill paper ... some day

until then your paper problem lives on!

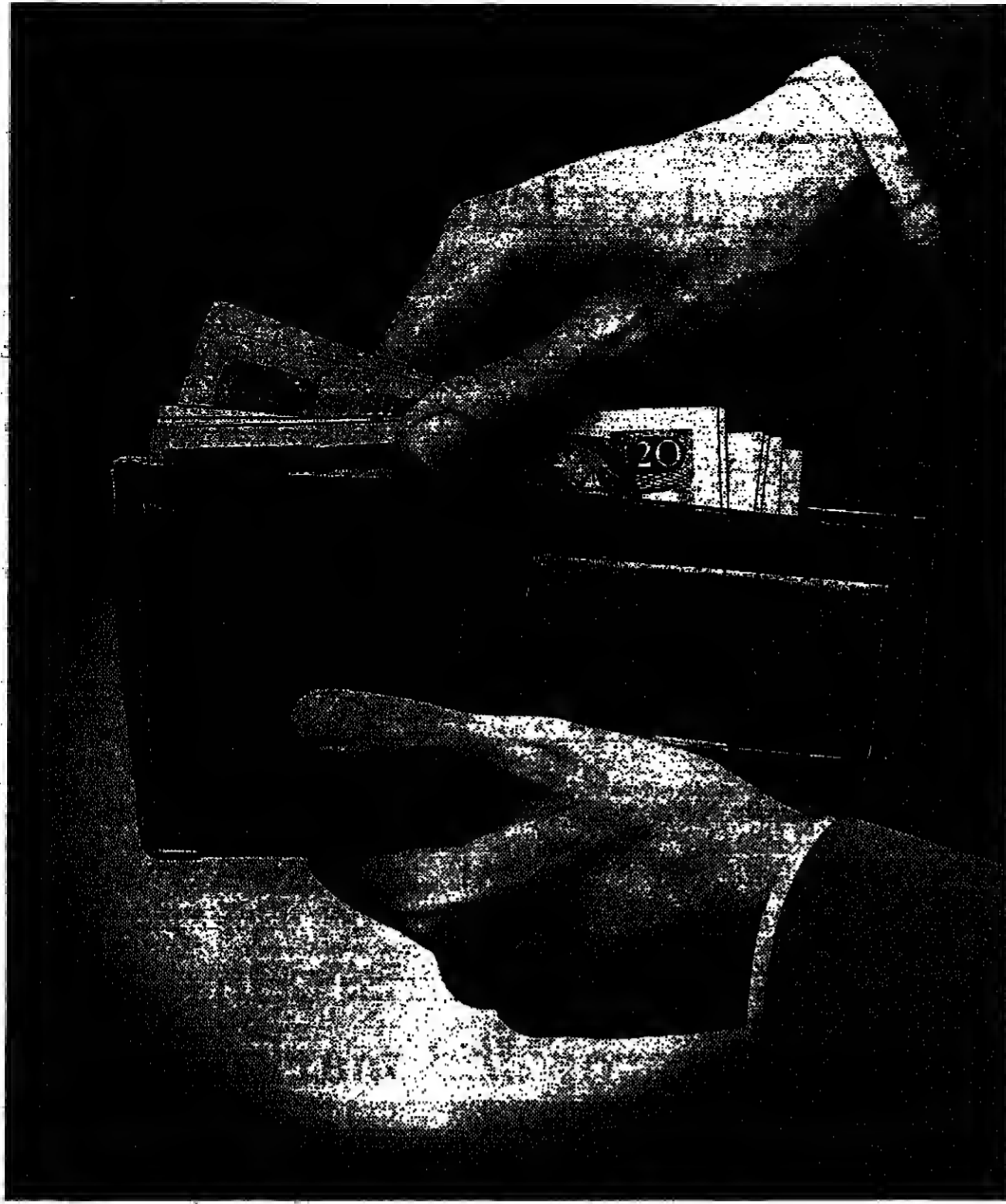
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You see, Company Barclaycard can be used by any member of staff who claims expenses regularly. The size of your company is immaterial.

First, an overall credit limit for your company is agreed and you just set a personal credit limit for each cardholder, from as little as £250 to £5,000 upwards.

You can check your staff's expenses thoroughly and, at the same time, avoid the risk of holding large amounts of cash, in the wallet or the petty cash box.

As you are no doubt aware, no other card is welcome at more places than Company Barclaycard, at over 230,000 outlets in Britain and more than 4.5 million worldwide.

We will be happy to discuss introducing the system in your company.

For all the information you need, ask your secretary to call us on Northampton (0604) 252800, or to clip the coupon.

Every day, your company's money walks out of the door.

We're referring to the invidious system of cash floats for travel and entertainment expenses.

Cash floats are an obstacle to cash-flow, because they tie up money unnecessarily.

Look at it this way

Why pay out expenses which haven't yet been incurred, much less billed?

Furthermore, why draw money out of the company bank account which could be utilised in more productive areas?

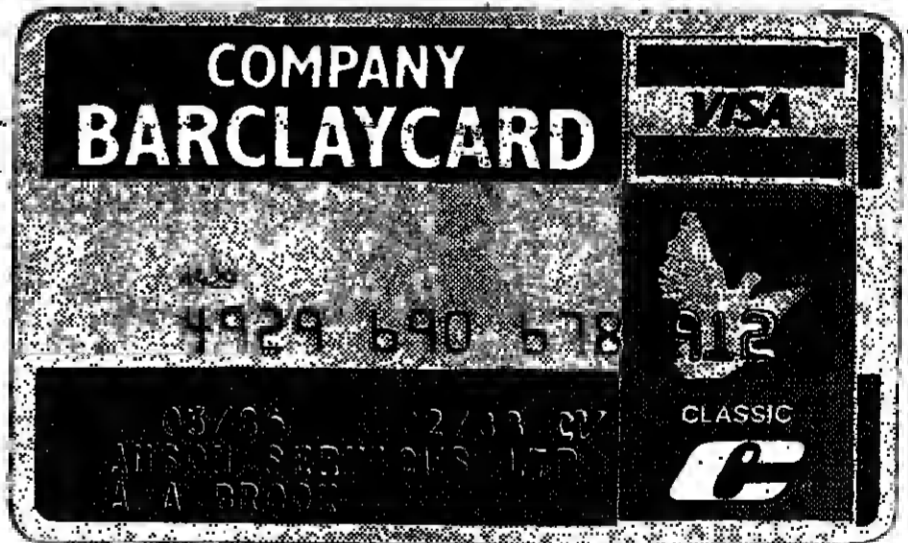
Compare Company Barclaycard.

You don't have to pay any money until a few days after we send your statement.

Which means that until then you have the use of that money

The statement, which can go to your Accounts Department, will itemise precisely what was spent, and where.

Which makes the business of expenses simpler for



The Barclaycard for companies.

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Please send me further information about Company Barclaycard.

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Position: _____

Company: _____

Address: _____

Postcode: _____ Tel. No: _____



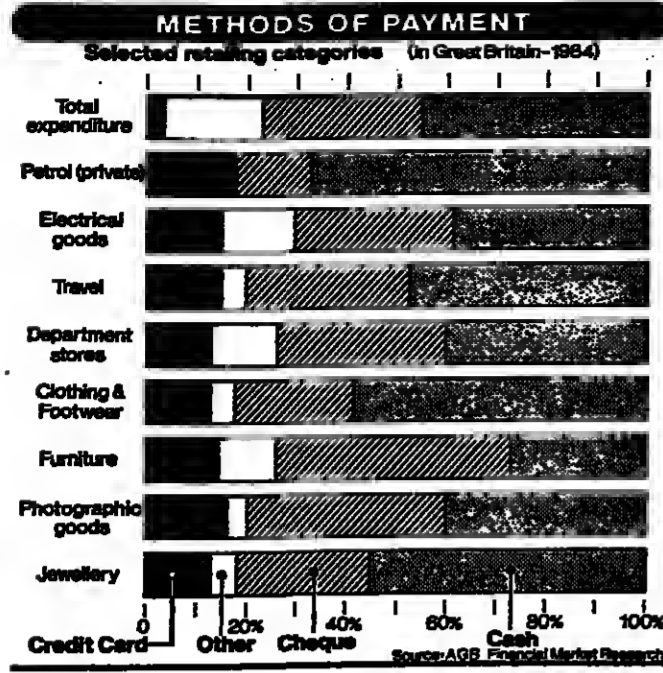
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Credit Cards 4

Banks

Barclays leads the pack



A Barclaybank or Barclaycard Visa being used for a cashier service in one of Barclays' branches

CAN Barclays Bank pull off the same coup with debit cards as it did with credit cards? The question has been posed by the revelation that Barclays is planning to introduce a paper-based debit card next year and fears among some other banks that Barclays is trying to steal a march on them in advance of the introduction of a joint electronic system in 1988. On this issue, suspicion between the banks runs deep.

In 1986 Barclays took the bold step of being the first UK bank to issue a credit card—Barclaycard. At the time many thought it would not pay off, and even today the rival UK clearing banks say it is only with the benefit of hindsight that the investment was a good one.

Although Barclaycard took a little time to get off the ground, by 1977 it was clearly a winner. The other big banks—National Westminster, Lloyds, and Midland—and two smaller ones—Royal Bank of Scotland and Williams and Glyn's—decided that they had to respond.

Of the Big Four banks, only Barclays publishes the profits of its credit card operations. Even Barclays' figures (£30m for the first half of this year) mix up the profit of its credit cards with those of travellers' cheques.

The costs of running a credit card operation fall broadly into four categories: administration; interest; paying the retailer and being paid by the cardholder; fraud; and bad debts.

Credit cards also produce interest on any amount the cardholder does not pay back after the interest-free period; and a commission paid by retailers to the credit card company based on how much the card is used.

Banks have been able to earn large profits from credit cards mainly because they have managed to charge big commissions (around 2.5 per cent) to retailers and high interest rates to borrowers.

Barclaycard and Access are now charging 26.8 per cent, a spread of 15.8 percentage points over base rate. They have also been blessed with a fast-expanding market which has brought great administrative economies of scale.

Looking to the future, the market is still far from saturated. Only 4 per cent of retail goods in the UK are paid for by credit card. But as the market expands the banks are already finding their market share—though not yet their interest margins—squeezed by other competitors.

So far the banks' most serious

In-house Cards

A sharp marketing tool

PEOPLE often ask whether retailers like Burtons and Marks and Spencers, each of which has a credit card operation with more than 1m members, will try to extend the use of their cards beyond their own stores.

This question, though not unreasonable, rests on the assumption that retailers issue credit-cards for the same reason as banks and other financial institutions—to make money.

But in fact retailers' credit-card operations are only rarely seen as profit centres in their own right. Rather, they are seen as a marketing tool for the main business—how to get more people spending more money in their stores.

The same is true of another new entrant to the credit card field—the town—three English towns—Chester, Wilmslow and Tunbridge Wells—now have their own credit cards which can be used to buy goods in many of the major shops in the relevant town.

Both types of card are really "loyalty" cards. Their purpose is to instil into the consumer loyalty towards a particular store or a particular town, so it makes little sense to offer

their customers cards which can be used in rival stores or rival towns.

This principle is modified in only a few marginal cases. Trusthouse Forte, for example, has 100,000 customers for its "Gold Card," the purpose of which is to encourage the use of Forte's 1,700 hotels, restaurants and motorway service areas worldwide.

But to make the card more attractive to customers it has made an arrangement with Budget Rent-a-car to accept its card. Forte says it might well negotiate further links with services complementary to its own mainstream services but would not seek more general links.

Selling more goods is so important that the retailers are even prepared to run their credit card operations at a loss. Marks and Spencer, for example, which launched its "Chargecard" in April 1985, is still showing a loss, though it will not say how much of one.

In that short time, however, the stores group has managed to build up a cardholder base of 1.3m, while 11.5 per cent of the goods bought in its stores are now paid for by Chargecard. Ideally, retailers would

prefer to make a profit on their credit cards as well as getting more business. The main hope of doing so is by persuading enough people to take credit on the cards, on which they then have to pay interest.

The interest rates charged by most retailers are high—even more than the already high interest rates charged on bank credit cards. Marks and Spencer, for example, charges an annual rate of 29.8 per cent and rates of almost 35 per cent are not unknown.

The problem for the retailer is that customers tend to use their store cards much more like charge cards—paying off the balance in full at the end of the month—than credit cards. To obtain credit most people are much more likely to use Barclaycard or Access.

Another way for a retailer to make profits from its credit cards is by selling its skills to other retailers.

One of the best examples of this is Burton Group, which runs two credit card operations: the first, Personal Account, has 1.2m members and is issued by most of the Burton Group retailers; the second, Welbeck Finance, runs the Debenhams Card (Debenhams was bought

by the Burton Group last year) which has 1m members.

Both cards can be used in any store in the Burton Group though they have different customer profiles. Personal Account holders tend to be young men; Debenhams cardholders tend to be older, richer and women. Because of this difference Burtons thinks it would be inappropriate to merge the two operations.

Besides running the Debenhams card, Welbeck Finance also runs credit card operations commercially for a number of other retailers, including Laura Ashley and Russell and Bromley.

A similar approach is also followed by Club 24, the credit card subsidiary of Next, the clothing retailer. It runs credit card operations for 20 major retailers—including Dixons, Texas, Etam and Lillywhites as well as itself—and many smaller shops.

Between them these stores now have 1.3m credit cards. In 1985-86 about £250m worth of goods were bought with them and Club 24 made a profit of £7m.

Hugo Dixon

rivals have been the retailers themselves. In recent years many have chosen to launch their own credit cards, sometimes as financial ventures in their own right, but mainly to encourage store loyalty.

But the store cards have one important limitation: usually they can be used only in branches of the store that issued them.

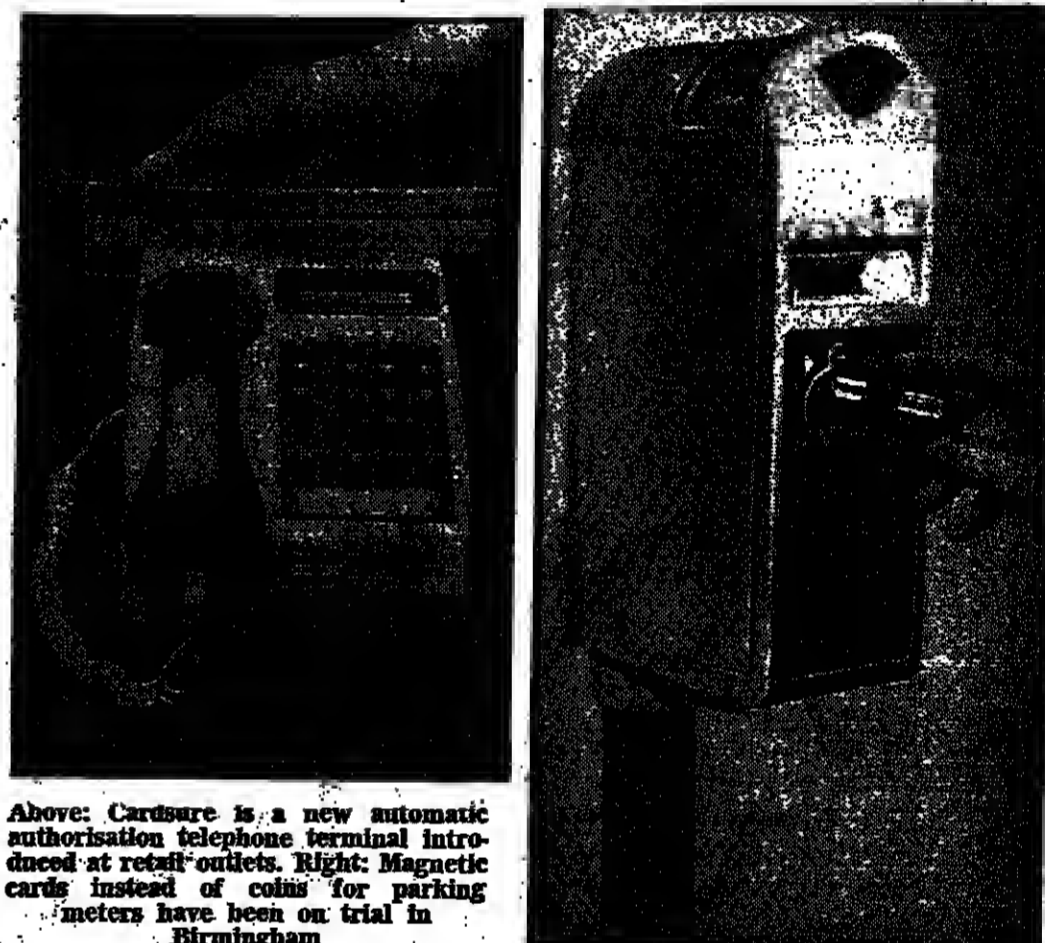
Building societies, which will be allowed to introduce their own credit cards from next year, will not suffer from this limitation and are therefore potentially more of a threat to the banks. They would be direct competitors and, to build up a market share, might even undercut the banks on interest rates.

All that, however, pre-supposes that the societies are able to get into the card business in the first place, which may not be so easy. The simplest way in would be to join either Access or Barclaycard, but why should the banks make life easy for their future competitors?

If they are unable to join the banks, however, it is unlikely any individual building society would be prepared to set up a credit card operation on its own. The start-up costs would be heavy even for the largest and richest of them.

So societies wanting to get into credit cards might find they had to club together in a joint operation—and that could take time. Any time lag, though, would provide a welcome breathing space for the banks.

Hugo Dixon



Above: Cardsure is a new automatic authorisation terminal introduced at retail outlets. Right: Magnetic cards instead of coins for parking meters have been on trial in Birmingham

New Products

Cards extend their range

ALTHOUGH THE standard credit card will doubtless continue for some time yet, new types of plastic card continue to appear on the market.

There are four broad categories—the "smart" card; the debit card; the gold card; and the product card.

The "smart" (meaning "clever") card is the most futuristic of the three. It looks like a credit card but in many ways is more like a mini-computer. Personal information is packed into a silicon chip on the card and then read or altered by passing it through an electronic terminal.

The technology of the smart card is becoming more advanced all the time and it has yet to make a big impact in the UK. But a glimpse of what the future holds can be seen by the smart card research done by the Birmingham-based GEC.

The GEC smart card differs from other such cards in two ways. First, the surface which carries the information never has to touch the terminal, so there is little danger of it being damaged; second, it has a large storage capacity—64k bits or the equivalent of eight typed pages of information.

So far only a few pilot schemes are using the GEC smart card, but some larger pilot schemes are expected to get under way next year. Because it is essentially a computer it can be programmed to a wide range of jobs.

In the financial area one smart card could do all that is now done separately by a credit cheque guarantee card and debit card. It could also record the details of financial transactions, which the holder could then read on a personal computer.

Data on current and deposit accounts could be put on the same account, making it easy for people to transfer money from one account to the other.

In the social services field it could be adapted to carry a person's national insurance number and pension entitlement; or his or her blood group, allergies, past medical history, and health insurance status.

The smart card could also be used in offices and factories to do the job of an advanced identity card or monitoring a manufacturing process.

The debit card, which differs from a credit card because transactions are debited to the cardholder's account without an interest-free period, is more mundane.

But even the most common version of debit card—that used in bank and building society cash dispensers—is having all kinds of additional services added to it. A good example is the Halifax Building Society's debit card, launched in 1985, which now has 1.7m cardholders.

As well as providing the basic cash-withdrawal service, Cardsure can be used by the holder to find out from a cash-dispenser how much he has in his account, get an immediate statement of the most recent transactions in his account, and ask for a full statement.

He can also transfer funds from one account to another and pay bills. It seems likely that in time all these services and more will be commonplace for debit cards.

The rationing of gold cards, which are neither credit nor debit cards but charge cards for the rich or the well-paid, is different. They have little to do with improved efficiency but much to do with status.

American Express, which launched its gold card in 1981 and now has 110,000 cardholders, is the main issuer of gold cards in the UK, and believes there is still a long way to go before the market is saturated.

But it recognises there is a danger in allowing too many people to have a gold card, as the "currency" then becomes "devalued." When this happened in the US, American Express launched a platinum card for the very rich. But the British, it says, are less status-conscious and it so far has no plans for a UK platinum card.

As well as status, gold cards typically provide two additional features: automatic overdraft facilities, usually in the region of £10,000 at preferential interest rates, and free travel insurance.

One of the advantages of the American Express gold card is that it also gives cardholders access to a personal travel counsellor, who keeps details of his travel preferences and will make travel arrangements on his behalf. This may explain why some British banks—Lloyds, Royal Bank of Scotland and Grindlays—have chosen to issue American Express gold cards rather than issue their own.

Thomas Cook, the travel agent subsidiary of Midland Bank, is trying to change this. It does not have its own credit card business, but thinks it is in a good position to provide all sorts of travel extras—travellers' cheques, foreign money, chauffeur services and travel bookings—for a bank which wants to upgrade its ordinary credit card to a gold card.

A special division, Thomas Cook Premium Services, was recently set up to sell this service and is negotiating deals with 10 banks. Its main marketing point is a negative one: American Express, it says, is offering banks a premium service and then creaming off its premium customers and cross-selling products to them; Thomas Cook, it would not have access to the customer mailing list.

Different considerations lie behind the growth of the "product" card. This is typically a charge card confined to one product or a narrow range of products and aimed at businesses which want greater control over their employees' expenses.

One example of the product card is Overdrive, a joint venture between the US bank Wells Fargo and Great Universal Stores, the UK retailer. The product concentrates on its petrol and it is accepted at half the petrol stations in the UK.

Because it concentrates, it is able to give much more detailed statements than a standard credit card. It also provides an additional service which analyses fuel consumption by driver, vehicle, card or cost centre. Managers are therefore able to monitor their employees' fuel consumption on business journeys much more accurately.

Another example of a product card is AirPlus, a joint venture by 13 of Europe's airlines started in October. Its focus, unlike Overdrive's, is not a single product but a range of products and services, including air travel, car hire, restaurants and hotels.

AirPlus, like all product cards, is intended to give its users more information and greater cost control. But partly because it is not confined to a single product and partly because the products and services it can be used for are a large proportion of normal credit-card business, it is not regarded as simply a niche player.

"AirPlus is a direct challenge to the supremacy of the giant international credit card schemes and their ability to satisfy the specific needs of the business traveller," Mr David Humer, its managing director, said when it was launched.

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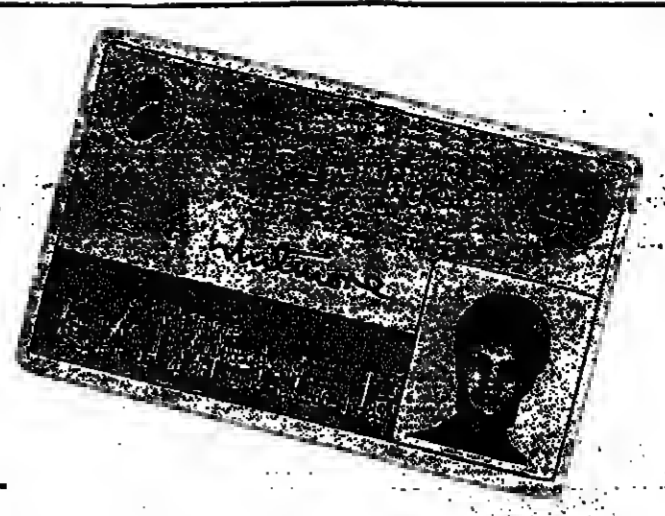


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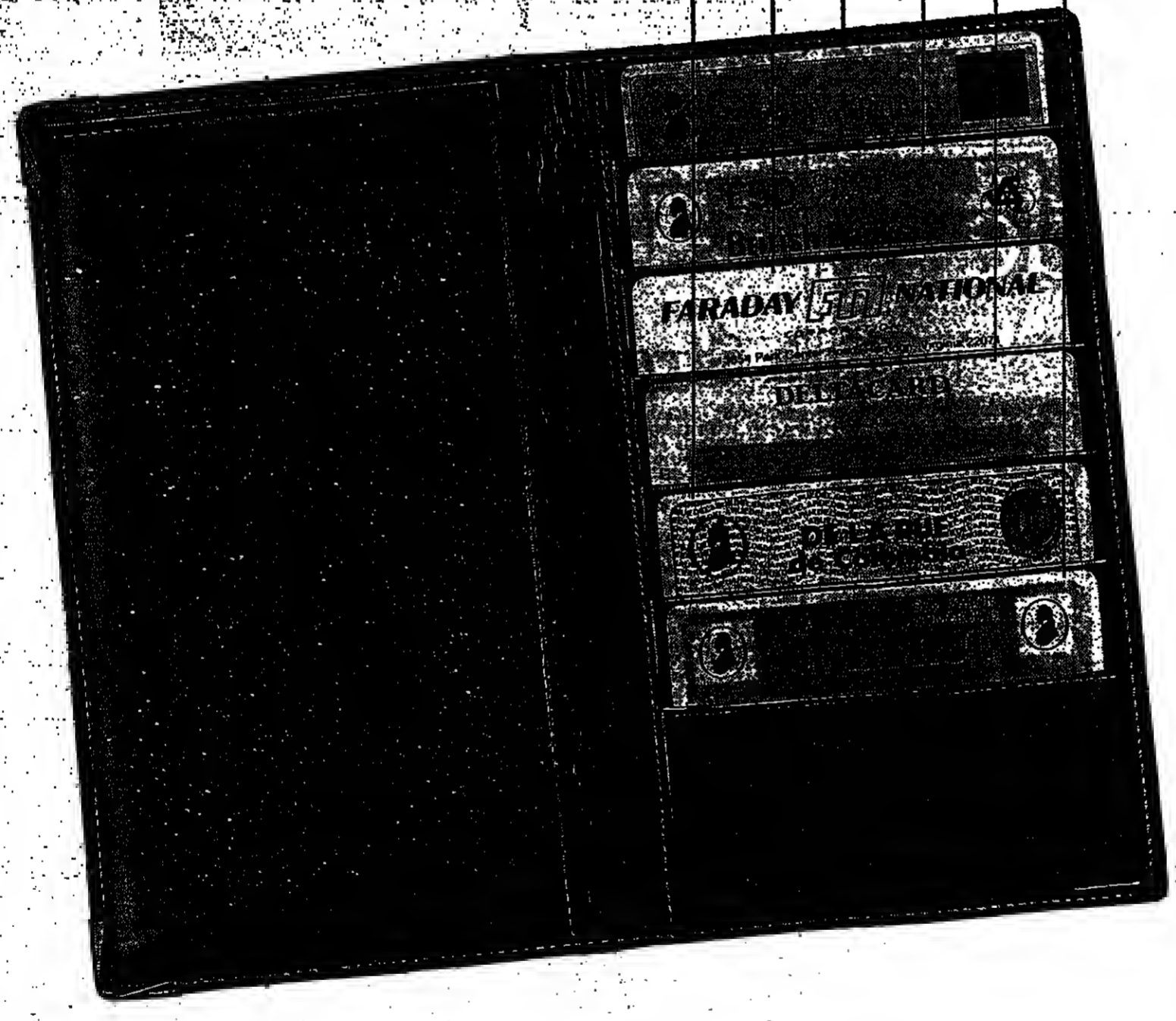
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Credit Cards 6



Ever-widening services are being offered by Automatic Telling Machines. In addition to obtaining cash at a bank they can also be used to obtain travellers cheques (right)



International Networks

More link ups on the way

ONE of the stranger habits displayed by High Street bank customers in the UK must be their seeming addiction to automatic teller machines (ATMs). Despite a steady drizzle and hardly a customer to be seen inside the bank, a queue often forms at the ATM outside.

example, has just nine of its own cashpoint machines, known as "Express Cash," in the UK. Ironically, they also issue travellers' cheques and TC refunds — indicating that the world is still some way from a paper-less cash and payments system.

Through participation in a scheme called Funds Transfer Sharing, set up by a group of building societies, American Express cards can be used to obtain cash from a total of 140 UK machines.

FTS is due next year to become part of a wider organisation, including banks, known as Link. This will provide American Express with some 1,200 machines for card-members' use in the UK.

By comparison, there are just 32 Express Cash machines in Europe, including those in the UK, although American Express says it is hoping for co-operation with other banks. There are now 9,000 machines worldwide, with a target of 14,000 by 1987.

France Innovator in the field of smart cards

FRANCE HAS from the beginning been at the leading edge of credit card innovation and applications. In the early 70s, it was a Frenchman, Roland Moreno, who invented the so-called smart card — plastic cards containing a microprocessor with built-in information storage capacity which have a series of revolutionary applications ranging from cashless payments to electronic pinpointing of the medical or student records of individuals.

After several years of trials, the smart card is now coming into industrial production not only in France but also in the US, where the French Bull computer group plans to start manufacturing its memory-chip cards at a new facility in Dallas next year.

25,000 card holders and in Palm Beach it involves 15,000 card holders. In North America, Bull's card is also being tested by health care services, the US agricultural department and the Royal Bank of Canada.

The first mass application of smart cards by banks started in France this year with the Carte Bancaire programme to introduce in the country nationwide use of smart cards. The programme involves the introduction of about 17m smart cards for the French banking system between now and 1989, largely supplied by Bull but also by Philips. The Bull order involves 12.5m cards, while Philips is supplying 4.6m cards.

Coupled with the French banking programme, the French telecommunications authority has also launched a major scheme to install pay telephones accepting smart cards. Some 1,500 pay telephones were supplied in 1986, and by the end of last year about 15,000 pay telephones accepting smart cards were installed. The target is for the number to increase to 30,000 by the end of this year and to 100,000 by the end of the decade.

The French telecommunications authority is also seeking to extend the use of smart cards for its Minitel videotex terminals which are being increasingly distributed to French telephone subscribers. The Minitel has proved a major success in France and the telecommunications authority is also seeking to extend the use of smart cards for its Minitel videotex terminals which are being increasingly distributed to French telephone subscribers.

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While the momentum seems to be growing other questions as to the wider use of plastic cards have arisen. And the UK Government has announced an independent review to examine the legal implications of electronic technology for banking payment systems.

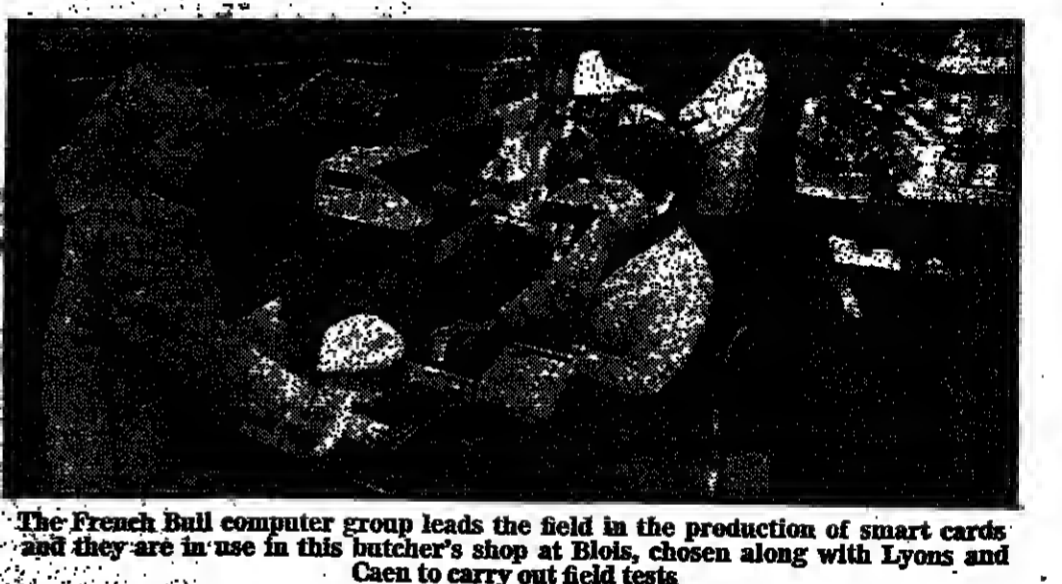
SPENCER ZAHN, designer and head of a Philadelphia market and advertising firm, helped Citibank to standardise the image of its Preferred credit card division with a distinctive typeface and identifying colour bar. Used for the bank's Visa and Mastercard materials, the look is meant to convey "the standards the bank wants to project for Preferred customers," said Mr Zahn, who commented regularly between Philadelphia and Citibank headquarters in New York to carry out the work.

The U.S. High Street battle for customers

stimulated sales through interest rates as low as 2.9 per cent but people still use credit cards when they credit get personal loans for 13.5 per cent and loans against whole-life insurance for 8 per cent. Although high rates would seem to be a prime source of profits, some analysts attribute the issue further, but further steps towards electronic banking continue to be taken.

in doubling the warranty period up to a year for products bought with the Amex card. This marks a subtle shift in getting people to use their cards for durable purchases but not the more luxurious items, such as restaurant meals and air fares, with which the card is primarily associated.

Reebok. It has long issued credit to its own customers and now is widening the service into a full-scale credit card. With 29m Sears charge customers, it had a head start on attracting 4.7m customers for the year-old Discover card, which is accepted by 380,000 merchants besides Sears.



The French Bull computer group leads the field in the production of smart cards and they are in use in this butcher's shop at Blois, chosen along with Lyons and Caen to carry out field tests

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Credit Cards 7

Plastic Card Technology

The search goes on for inbuilt security

PLASTIC CARDS today fall technologically into one of three types, magnetic stripe (mag stripe), laser and "smart" or chip cards.

All three have their advantages and disadvantages. If the smart card has possibly the greatest potential, it also has some of the greatest drawbacks. The mag stripe card is the most common card in use today. Bank service till cards, Access and Barclaycard in the UK are all of this type. There is a core of paper or another substance laminated within layers of clear plastics material. Sealed under the plastic laminate is a brown stripe of magnetic recording material very similar to conventional audio recording tape.

In fact, commercial audio recording methods are used to "write" onto the stripe or read from it. Conventionally, the stripe is separated into three tracks. Track one is used by airlines for their credit card operations but is not used by the banks or credit card operators.

Track two is usually written before the card is despatched to its owner and contains only the information needed for on-line operation — that is, when the device which reads the card is directly connected to the card issuer's computer centre.

Track three can be written in services by the card reader —

it might be, for example, a bank service till (through-the-wall machine) recording the amount a customer had drawn at any one time.

The mag stripe card is very cheap to produce — perhaps 50p or less — but it is the least secure of all the card options. Card blanks can be stolen or fabricated. The magnetic information on the card can be read, duplicated or modified by a competent electronic engineer using inexpensive techniques. There is nothing to tie the card to its genuine owner apart from the use of the Personal Identity Number or PIN.

This is at the heart of one of the major disagreements among those specialising in card mediated transactions. How secure is off-line working? In on-line working, the customer's card need contain only enough information for the reading device (service till or point of sale) to make contact with the card issuer's computer centre.

The customer keys in his or her PIN which is also transmitted to the computer centre and it is there that agreement is reached, electronically, that the card agrees with that PIN.

For off-line working, however, the PIN is encoded on the card so that the reading device can agree on its own account that

card and PIN match. The argument is that however well encrypted, if the PIN is written on the card it is less secure than a card with only basic housekeeping data.

It is comparatively easy to forge plastic cards. One measure to defeat the forgers adopted a few years ago was to fix a hologram, a three-dimensional image created using an expensive and complex technique, as a guarantee that the card was genuine.

There were fears that it would prove feasible for criminals to take or copy the holograms, but in fact they have proved a very reliable test of the validity of a card. They do not, however, prove that a card belongs to a particular person.

The next step which can now be demonstrated by the De La Rue group, is to attach to the card an image of the owner. The technique De La Rue uses involves a special material sealed into the interior of the card which can be "drawn on" using a high powered laser. According to Mr David Miller, managing director of Bradbury Wilkinson Data, the De La Rue subsidiary specialising in plastic card technology, the image, once created, can neither be modified nor substituted without destroying the card.

Other measures which would greatly improve the security of the mag stripe card include laying a deep magnetic impression into the stripe; EMI has pioneered such a technique.

Mr Jerome Strigala, however, in his book Smart Cards argues that it is unlikely that conventional plastic cards can be improved sufficiently to meet future worldwide security standards.

The future, it seems, belongs to laser cards and smart cards — although as Mr Miller of De La Rue points out, it is as well to beware of "Moon Bumps" — the idea of using dust from the surface of the moon as a unique guarantee that a card is valid — where large scale financial transactions are concerned, he is saying, it is best to keep one's feet on the ground.

Laser cards have been pioneered chiefly by the Drexler Corporation. The basic idea is similar to that of the laser disc. Pits are cut in a metallic medium by a laser in a pattern representing letters and numbers. Such a card has huge memory capacity — a typical Drexler card can store up to two million bytes (16 million bits) of data, equivalent to about 800 A4 pages of typed information.

The corporation expects to be able to quadruple this

capacity by 1988. In May this year, Sumitomo Bank in Japan began testing the LaserCard in the world's first banking experiment using this new medium.

The smart or chip card, a credit card sized piece of plastic containing a complete computer system, microprocessor, memory and input/output devices is seen as the financial card of the future. Extensive trials show that it is a possible alternative to the mag stripe card despite the fact that it costs much more to fabricate.

As Sarah and Ronald Brown point out in *The Smart Card*, one of the most comprehensive treatises on smart card technology and uses: "1986 has seen a remarkable change in the fortunes of the smart card . . . by the autumn many analysts were predicting they would come into widespread use, perhaps as early as 1988."

The smart card, they suggest, could be the dominant type by the mid 1990s. "It now looks as though anyone involved with any of the many applications of plastic cards is going to have to take this new development very seriously indeed and get involved now in the preparation for its widespread use," they say.

There is certainly a new variety in the kind of smart

card being fabricated and tested. Phillips of Holland and Bull of France have sunk their differences in the development of a common card design. In the UK, GIC has developed a card which has no need of metallic contacts to send messages to and from the card's computer.

This could be an important development as there is concern about the mechanical strength and reliability of the smart card.

Some companies are planning massively sophisticated smart cards with computer system, display and keyboard all contained within the limits of a traditional plastic card. Others are looking to an enhanced variation of the mag stripe card with greater storage capacity and security.

Inevitably, because the mag stripe card is already well entrenched in the world's personal payment systems, it is unlikely to be replaced in the next few years. Equally, it is hard to disagree with those who argue that the smart card is so much more versatile, so much more effective that it will eventually sweep the board in electronic payments.

The Smart Card Post-News, Tel: 0635 88 345, £134.

Alan Cane



Towards electronic shopping: a Barclaycard used in the DARTS trial at Brent Cross shopping centre

Electronic Transfer of Funds

Slow advance to cashless shopping

THE HUMBLE plastic bank card seems likely to remain the key to electronic shopping for the foreseeable future.

In theory, to manage a trading society without cash or checks, it is only necessary to establish that the customers really are who they say they are, and that there is sufficient funds in their account to cover the cost of their purchases.

For the futuristically minded, the solution is to use computer devices capable of analysing a customer's signature, fingerprints, even smell, and comparing the result over telecommunications lines with a master record held in a computer system in the customer's bank or building society.

The rest of us will have to resign ourselves to the "mag stripe" card (the conventional bank card with its brown stripe which can carry magnetic characters), or the "smart" card as the passport to the cashless society.

It has to be said at the outset that cash is proving peculiarly difficult to kill off. The technology to replace cash with streams of electronic messages flowing from shop counters to bank computers has been available for years. There have been many experiments in cashless shopping — or electronic funds transfer at the point of sale efp/pos — but little success anywhere in the world.

Exceptions include Belgium which has the makings of a comprehensive efp/pos system through co-operation between the two major and rival bank networks, Bancontact and Mister Cash. France, the most advanced country in Europe for efp/pos installations, and Singapore where 10,000 or more customers use the NETS (Network for Electronic Transfers) system.

For the rest, progress has been patchy. North America has witnessed a multiplicity of small scale trials but has nothing in the way of an integrated national system. Some of its networks, however, are substantial. The Mastercard MAAP credit card network supports over 28,000 terminals.

Many believe that the UK had the best chance of all the European countries to take the lead in establishing a nationwide network. It is geographically the right size, with effective telecommunications links and a small number of large banks.

Efp/pos in the UK has had a chequered history, however, characterised by a series of false starts and delays going back over 10 years. At the beginning of this year, EFP/POS, a company set up jointly by 11 of the UK clearing banks to manage a combined approach to cashless shopping, put forward the blueprints for a national efp/pos network. It was to be spearheaded by a pilot scheme, a prototype scheme to set up in Southampton, Leeds and Edinburgh and launched in April 1986.

The blueprint, or business service specification (BSS), as it was called, did not meet with immediate agreement. Indeed, it seems that it was only when the most senior managers from the major banks read the BSS that they really realised the business and commercial implications of the course they were taking. Until then, efp/pos had been seen chiefly as a technical problem, a useful method of

saving money that could safely be left to the computer specialists.

It is thought that the UK banks have now agreed a modified version of the BSS to take into account each of the participants' legitimate aspirations in terms of flexibility and freedom to compete.

The difficulties which are impeding the rapid implementation of efp/pos in the UK are continuing to multiply. Other countries, they warn, are asking the questions of who should pay for the service, who benefits from it and how can competition be stimulated in common framework.

Efp/pos has been, for the most part, a technologist's dream. To the computer specialist, it was obvious that money could be replaced by a plastic card and the cash register by a device which could "read" the magnetic writing on the card and either store details of the transaction in its own memory or communicate with a central computer, checking the card's validity and the owner's liquidity.

Bankers were happy to go along with the technologists because they were anxious to gain the benefits of efp/pos which they perceived as saving them money. They saw a way of reducing, perhaps eradicating, the ever increasing volumes of paper which they were expected to deal with through the cheque clearing system and credit card transactions.

They saw a reduction in the amount of cash money they would have to manage and handle and perhaps most important of all, they saw a way of coping with bank and credit card fraud. An efp/pos terminal operating on-line (directly connected to the computer) is generally recognised as the most secure system available for electronic shopping.

The bank's position has changed quite sharply over the past few years putting many of these apparent benefits in doubt. While cheque volumes continue to mount, the banks have improved methods of dealing with it and it does not seem as critical as it did in the 1970s.

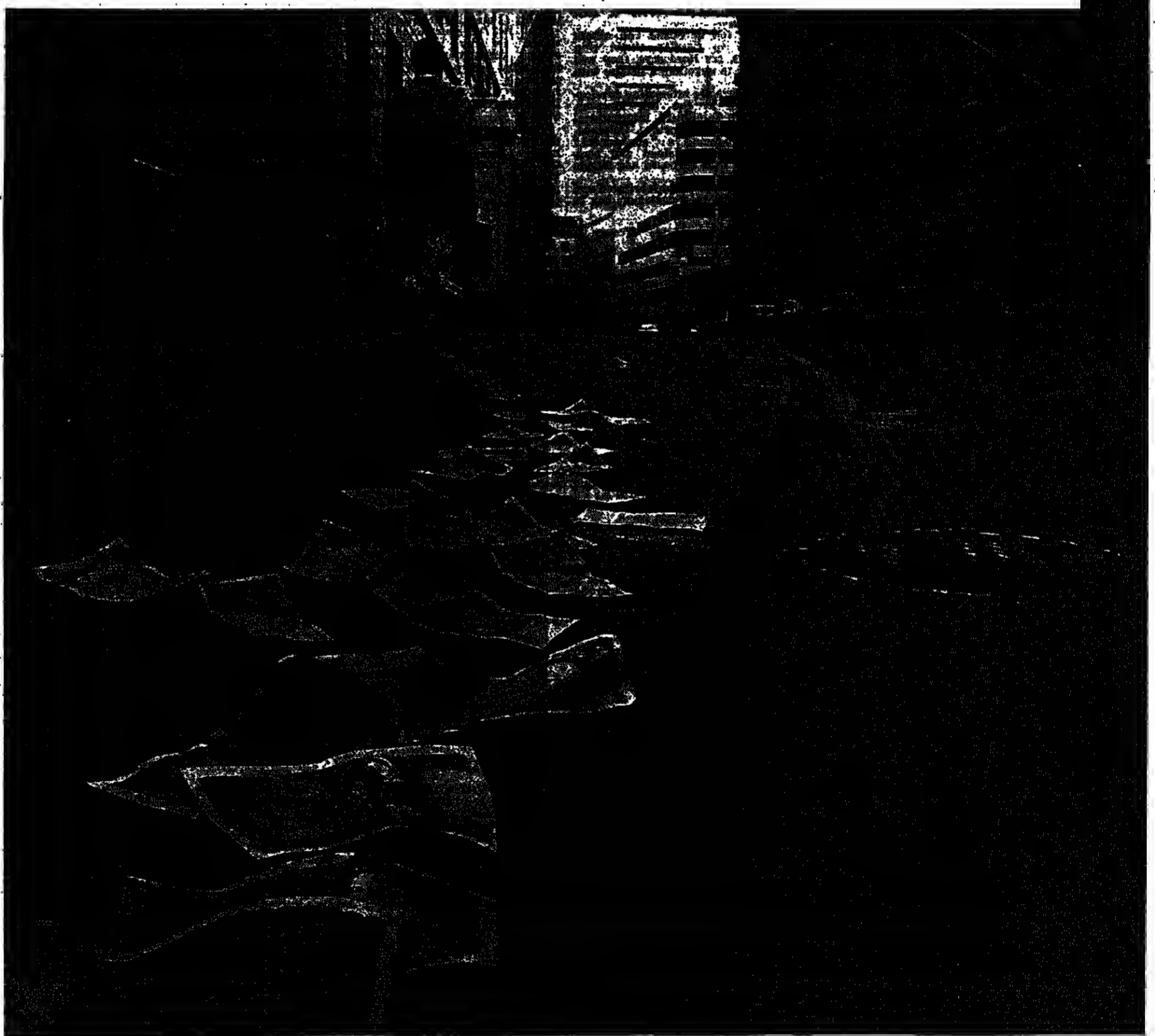
Furthermore, efp/pos is based on the idea of instant debit: when a sale is agreed, money moves at the speed of light from the customer's account to the retailer. In the West, however, the banks and other financial institutions are making their money from selling credit. Their customers, moreover, are used to several weeks grace before goods bought through a credit card have to be paid for. Only in the Far East, Hong Kong and Singapore, basically cash-based societies, does this loss of free credit rankle.

There is a steady appreciation in financial circles that electronic technology can be used as a tool to gain competitive advantage as well as a technique for cutting costs. Each organisation, therefore, looks closely at what it stands to gain and lose, pay for and be paid for, in any shared system.

Despite the doubts and delays, most experts believe the advent of full-scale efp/pos is only a matter of time. The big commercial decisions are being taken now. The technology to implement them is not part of the problem.

Alan Cane

£140 million lost last year - just to fund expenses.



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of American Express that exists to help you plan, manage, and finance and operate your company's business travel with the maximum returns. And the lowest costs. *Source: Business Travel and Entertainment Expenses in Britain (1985).

To: Martin Leggett, Travel Management Services, American Express Europe Limited, Portland House, Stag Place, London SW1E 5BZ. Please send me a full information pack on the Corporate Card and the American Express approach to more efficient business travel management.

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 Tel: _____ No. of Employees _____

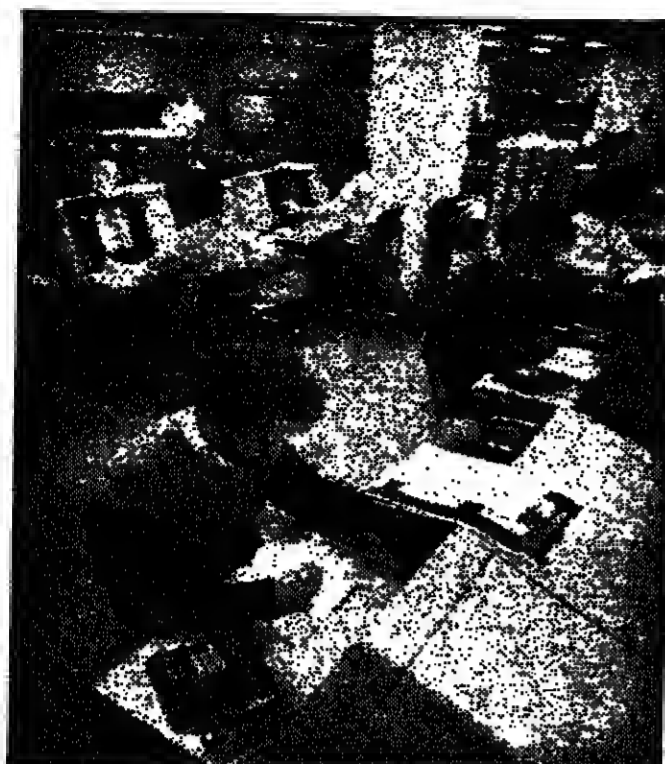


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Credit Cards 8

The suppliers

Into the supersmart era

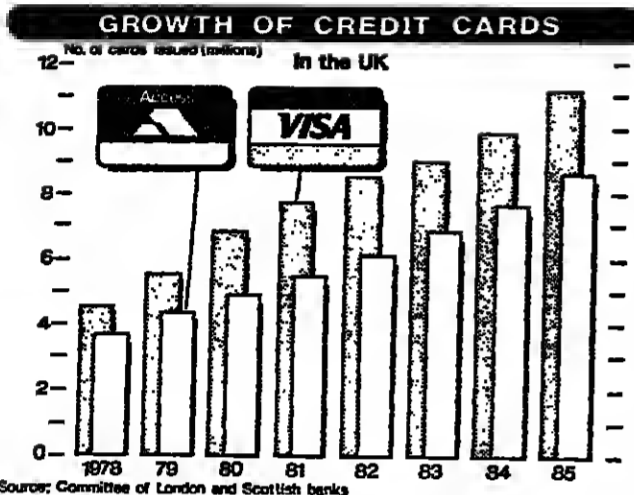


Kodak's KAR system in use at Barclaycard's Brighton headquarters

A BEWILDERING variety of suppliers are involved in the plastic card business. There are the card manufacturers like PMI Data and Data Card who produce, in conditions of great security, the laminated paper blanks ready for processing. There are hologram photographers who create the unique images ready for the security printers like de la Rua to impress on the surface of the cards. There is still a long way to go in this technology. Applied Holographics, for example, based in Essex, England, last month announced a new development which it claims as a major step forward in the protection of secure data written onto credit cards. It has developed a method of bonding a reflection hologram, similar to the kind now found bound to the surface of bank cards, between the paper substrate at the core of the card and the plastics laminate. Applied Holographics says that the bonded holograms cannot be copied and that any attempt at removal would result in its destruction. The company claims that the hologram can also be read by automated machinery: readers are already in existence albeit in a very simple form, which are capable of utilising the information provided, it says. Plastic cards bearing magnetic stripes are comparatively simple to fabricate. "Chip" or smart cards with a complete data processing system embedded within their thickness are more challenging.



Account query terminal in a French bank via the memory card (Bull CP8 technology)



Cashless society

As the technology improves, so the range of possibilities widens. Although fraud remains a major problem, it is not slowing down the tremendous expansion in the industry. Possibly a bigger danger is that by over-encouraging customers to spend, often beyond their financial limits, card companies are building up a store of potential problems at a time when fierce competition is squeezing margins. If the growth of bad debts was to continue rising, the industry might well find itself in political trouble: too governments becoming increasingly worried about the controls on the money supply being undermined by lack of normal financial responsibility.

Turnover by type of purchase

	Visa	Amex	MasterCard
Petrol	18	18	
Other Motoring Expenses	5	4	
Clothing and Footwear	13	13	
Travel and Holidays	12	12	
Electrical Goods and Cameras	11	11	
DIV and Home Improvements	6	7	
Furniture and Furnishings	7	9	
Business Expenses	6	4	
Food and Groceries	5	7	
Entertainment and Leisure	4	4	

Source: AGA Index, 1986

WHICH COMPANY IS MAKING THE BIGGEST IMPRESSION WORLDWIDE WITH THEIR CREDIT CARDS?

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Tel: (0765) 486444
Telex: 569139

"OUR FIGHT against fraud is a great success story" says Mr Peter Ellwood, chief executive of Barclaycard. The amount lost through credit card fraud in the UK fell from £8.1m in 1984 to £5.4m in 1985 despite a 31 per cent increase in turnover, according to Barclaycard. The total amount lost by credit card companies through fraud is nevertheless staggering, and not everyone shares Mr Ellwood's views on the successful campaign against fraud. Firstly, experiences encountering fraud differ. Access reported £7.9m lost as a result of fraud in the year ended June 30, 1986, compared to £8.6m in the previous year. It claims that in 1985 all issuers of plastic cards in the UK suffered a total loss of £50m as a result of fraud. American Express sees "a substantial rise among white collar fraud in the last year alone, which Mr John White, one of its "special agents" investigating cases of fraud attributes to a deteriorating economic climate in Britain. At American Express, a worldwide network of offices liaises with the police and security services in connection with the intentional misuse of its card. In the UK it is headed by an ex-Scotland Yard detective, underlining the fact that plastic card fraud is crime, often involving large amounts on an individual basis. Card companies have had to defend themselves against a barrage of assaults—counterfeit cards, altered cards, lost or stolen through the mail. The bulk of the response to fraud has been in improving staff, capacity and training in telephone authorisation departments of credit cards, and safety "warnings" to the cardholder. Access estimates, for example, that cash advances account for about 10 per cent of its fraud losses and despite warnings, many people still keep their pin number alongside their cash cards, making it easy for thieves to obtain cash from automatic dispensers. As the consumer normally has limited liability regardless of carelessness with the card, the onus is on the card companies to do more to prevent mounting losses. A major field of innovation has been in the attempt to make it harder to counterfeit plastic cards by means of holographic security foil. This involves placing a three dimensional image on the card which requires sophisticated laser technology and is difficult to reproduce.

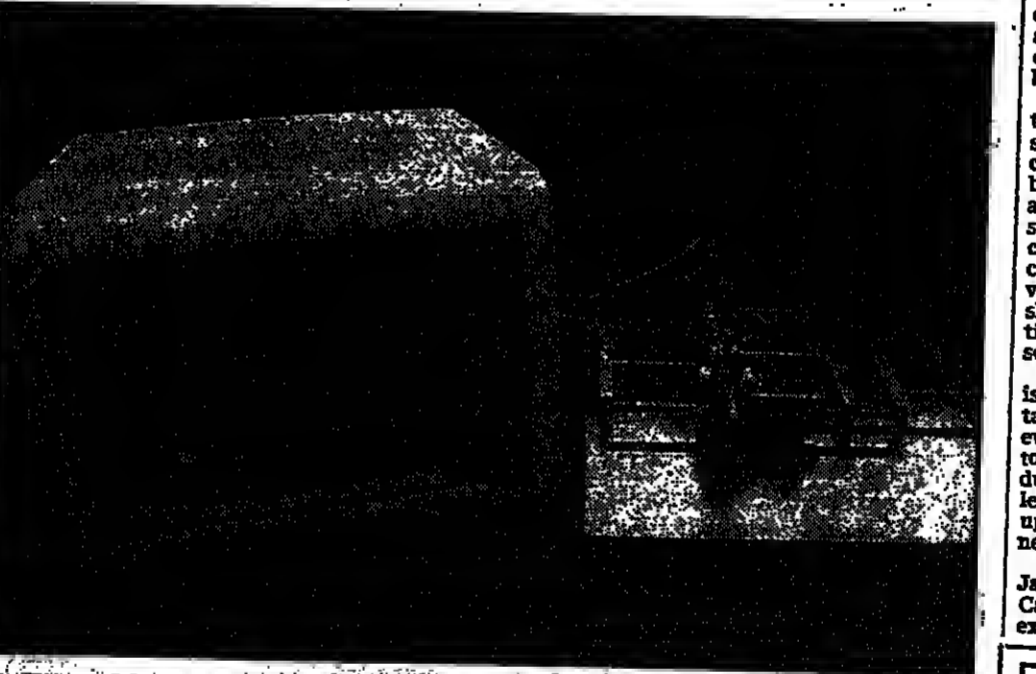
be used and another raft of manufacturers are responsible for creating terminals with the ability to read the information inscribed on the card and use that information to complete a transaction. The simplest card reader of course, is the pressure type used with vouchers issued, for example, by Visa or Mastercard. Most card issuers, however, are moving away from the mountains of paper created by this form of transaction capture towards electronic data capture. The list of companies involved in the manufacture and/or distribution of cash dispensing or point of sale terminals is extensive and includes IBM, ICL, Olivetti, Burroughs, Philips, NCR and Sweda. The sophistication of the devices on offer varies enormously. Some are equipped to do little more than record a transaction, filing away in memory details read off the magnetic stripe on the card

ready for printing out or transmitting to a central computer later in the working day. The height of sophistication, in the UK at any rate, is to be seen in the systems being installed by the banks and building societies for trials of electronic funds transfer at the point of sale (EFT/Pos). The Midland Bank's trial called Speedline, based in Milton Keynes, uses Nikdorf Computers' 8812 Eft Pos terminals. It is thought to be the first project in the UK to cater for both credit and debit cards. Some ideas of the variety of machinery on offer is given by the fact that a trial garage forecourt automation project being carried out by Shell in conjunction with Barclaycard uses controllers from Ambrinton of Newbury, Berkshire. The controller incorporates an identification unit built by Ericsson. In the UK there will be a major opportunity for terminal

manufacturers with the publication of the specifications soon for a national Eft/Pos system. Initial discussions have already been held between terminal manufacturers and EFTPOS Administration, the banks' Eft/Pos organisation, a broad range of terminals is expected to be allowed as long as they match the standards to be laid down in the national scheme. Transaction processing (tp) software to control all these systems is as important as the hardware. The world's most popular financial software is Base 24 from the US company Applied Communications International. The licence in the UK is held by the CAP Group. Its nearest rival is On/2 from Shared Financial Systems of Dallas, Texas which is being used in the UK by the Access organisation. It is licensed in the UK by Logica.

Fight Against Fraud

Vigilance through the microchip



Credit card being scanned in microwave sensor system and the signal on display in a laboratory test

Visa and MasterCard use such foil, which is produced by the American Banknote Company. In the case of Visa, the image, card however, is depicted in silver on the ordinary card and gold on the "Premier" card—has also featured in its advertising. Mr Peter Curtis, communications director of Hologram, a London-based company which claims to be the first apart from ABN, to have applied holographic foil, is enthusiastic about the future of holograms for plastic cards. "Holographic foils have become an integral part of credit cards. Not only do they have a tremendous security value, but they also have an added value, in that individual institutions can opt for a tailor-made holographic image, he says. While the use of holograms may enhance the image of a security protection provided is the face of a lack of vigilance. Although the card may be much harder to counterfeit, it may still be abused in the face of a lack of vigilance among retailers or banks. Having accepted the novelty of a holographic image on the face of the card, few people look at the image itself. One cardholder experimenting with a different holographic foil image on top of the original on his card found that it went undetected in London for months. The two dominant charge

cards, American Express and Diners Club, have not yet resorted to holograms on their cards. At American Express Mr White says "We have not used a hologram due to high costs, and because it does not seem to be efficient. The Barclaycard/Visa hologram has already been tampered with because it is not deep enough." American Express suggests that the quality of the plastic used can make it harder to counterfeit the card. In its own case, it argues, the pattern on the card serves to make the process of counterfeiting more difficult. "We are putting all our eggs in the basket of a computer system worldwide (to combat fraud)" says Mr White. MasterCard's private packet switching network, known as Banknet, and the VisaNet system are also aimed to combat fraud by providing direct authorisation outside public telecommunication networks. Visa and MasterCard are co-operating to set up an international database of criminal records, known as Gini—the Global Investigative Intelligence Network. Bnt computer-based co-operation could go a great deal further. The advent of electronic shopping or an eftpos system (electronic funds transfer at the point of sale) could increase security in the use of plastic cards.

"Authorisation telephones are precursors of a nationwide and ultimately a worldwide eftpos system which will give instantaneous authentication of the cardholder, authorisation of the transaction, and, of course, proper funds transfer capability," says Mr Mike Blackburn, chief executive of Access. In the UK, plans to go ahead with eftpos have been rumbling on for a decade, and it now looks as if a modified version of the original plan may go ahead to be operative in early 1988. American Express is clear that on a worldwide basis, its computer system can best handle a fraud with the introduction of point-of-sale terminals. But while eftpos is still a few years away as far as the UK is concerned, and much further away on a global basis, attention is increasingly turning to the second generation of plastic card known as the "smart card." "Smart cards" contain a micro-computer which can check the holder's identity, carry out the transaction, add it to the card memory and make sure the credit limit has not been exceeded. Although costs of these cards have so far been a deterrent, particularly in the UK and Europe with the exception of France, they offer the technological advances ultimately needed in the fight against fraud.

World Markets

High cost holds back use of 'clever' cards

COMPETITION in retail banking worldwide, coupled with fears about actual and potential losses due to fraud, have caused a seemingly inevitable movement among credit card issuers towards the "smart" (meaning "clever") card. Pioneered by the French some 10 years ago, it provides "intelligence" recorded on a micro-computer chip embedded in the card. This has enough memory to hold details of the holder's account, his credit limit, a record of all his previous transactions and a special security number. There is thus no need to go "on line" to a central computer. The microchip in the card will check the holder's identity, through his PIN (personal identity number), authorise the transaction, and make sure that the credit limit has not been exceeded. Besides the security advantages claimed for it, the French Bull CP8, one of the commercially available "ordinary" smart cards, offers a wide range of uses from the recording of a person's medical history and scholastic record to controlling access to computers and buildings. The Bull CP8 has had 12.4m orders over the past three years, and nearly 3m smart cards are now in use in France. But the French lead in this technology has not yet seized the imagination of Europe. The UK, in particular, lags behind. Financial transactions appear to be the dominant field in the future use of the smart card. A report recently published by the Post News suggests that smart cards are likely to be 20m smart cards in use in France by 1990, approaching 100m in Japan and perhaps 500m in the US. Toshiba of Japan is now developing a super-smart card. It has its own tiny keyboard, a display and a miniature battery. The card is a self-contained transaction device with no need for a terminal. When it is used in a shop or department store, the holder enters his PIN number (which he can change himself) and details of the transaction. A number then appears on the display which the retailer uses for authorisation. The card offers greater security as the PIN number is an integral part of the card. Visa is planning a field test of its new card by early 1988 and by mid-1989 a full service could be available to member banks. Although Visa is moving towards the chip card it has shown some caution. A study conducted by a panel of member banks early this year acknowledged the greater security and reduced operating cost value of chip cards but concluded that "massive conversion to the new technology should be linked to the application of new revenue-generating services." The high cost of the cards is also regarded as a disadvantage. Post News believes that even when costs are projected to the year 1986, with mass production at the multi-million level, the smart card will cost up to twice as much as a magnetic strip card. While Visa has opted for Japanese technology, MasterCard has been conducting experiments with both the Bull

CP8 design, manufactured in the US by Micro Card Technologies, of Dallas, and Casio Microcard of Japan. MasterCard chief executive Mr Russell Hogg has, however, repeatedly called for co-operation with Visa in entering chip card technology. According to a recent study by MasterCard and Visa, security losses from fraud and counterfeiting by 1990 could total almost \$500m a year and credit losses may well total an additional \$1.5bn. MasterCard believes that the chip card will result in a radical reduction in fraud and counterfeit losses, driving them down to virtually zero, plus a substantial reduction in credit losses. Competition for the provision of smart cards to the issuers is growing. Logica Systems of New York recently announced a "super-smart" card, which was launched some months ago by Smart Card International. Mitsubishi of Japan recently announced a comprehensive range of straightforward smart cards, while Philips and Schlumberger make Bull designs under licence in Europe. The most recent introduction has been by GEC in the UK, which offers an intelligent "contactless" card that communicates with the terminal by a miniature radio link. Improved reliability as well as reduced cost resulting from greater storage capacity and durability are claimed for it. GEC is aiming for 10 per cent of the world card market and is emphasising the uses of the card in other than financial services in the same way as the Bull CP8 card. In the UK, however, the application of smart card technology still seems a long way ahead. After a decade of talks, plans are only now under way for banks to participate in an electronic funds transfer at point of sale scheme—abbreviated as "eft/pos." The scheme, much delayed and now modified, has nonetheless pointed to the wider uses of credit cards—a step taken that much further by the smart card. While talks about electronic shopping in the UK, involving the use of retailer terminals and the consequent cost of such terminals have continued, the development of the super-smart card has eliminated the need for terminals altogether. Retailers have been generally against paying for the introduction of such terminals to their premises and the technology now available offers a way round that problem. But choosing a technology amid the different patterns of change world-wide will be difficult and it seems unlikely that smart cards will lead to the immediate demise of the magnetic strip. A transitional period is likely to see a number of different phases of technology in use. For the banks the attraction of the smart card lies not only in the potential reduction of fraud losses but also the continually updated balance facility which ensures that no customer can exceed his credit limit and the consequent opportunity to extend customer base to people who might otherwise have been considered too much of a risk.

Alan Cane

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